MAY, 1958 2s. 3d.

Personnel Management & Methods

WELFARE · SAFETY · HEALTH · CANTEEN · EFFICIENCY AIDS

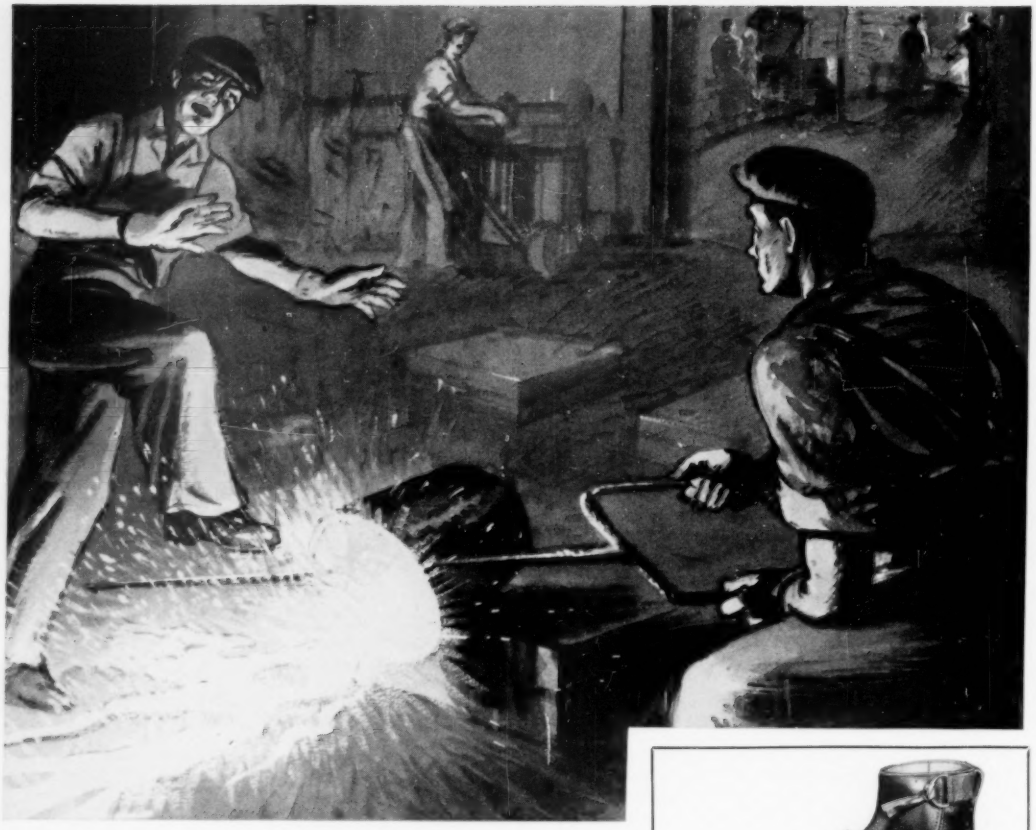
Slum Clearance for Industry
(page 17)

★

Trained Managers —a Top Priority
(page 31)

★

How to Protect Your Payroll and Plant
(page 37)



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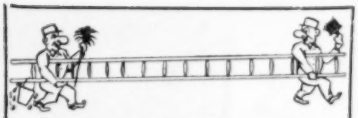

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MAY 1958

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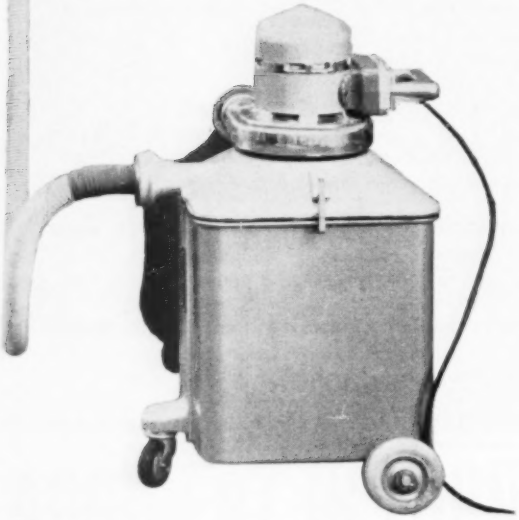

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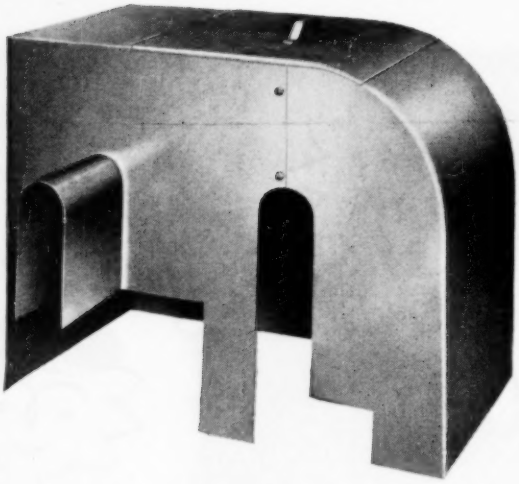

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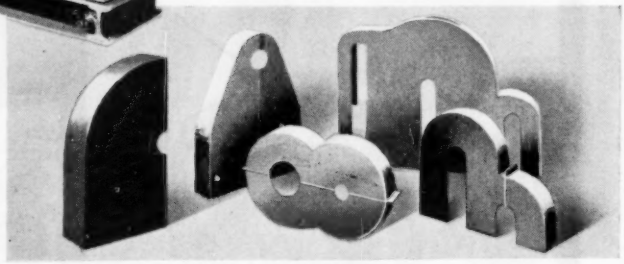

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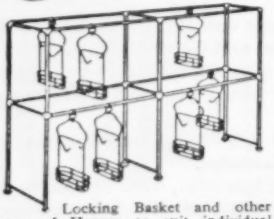

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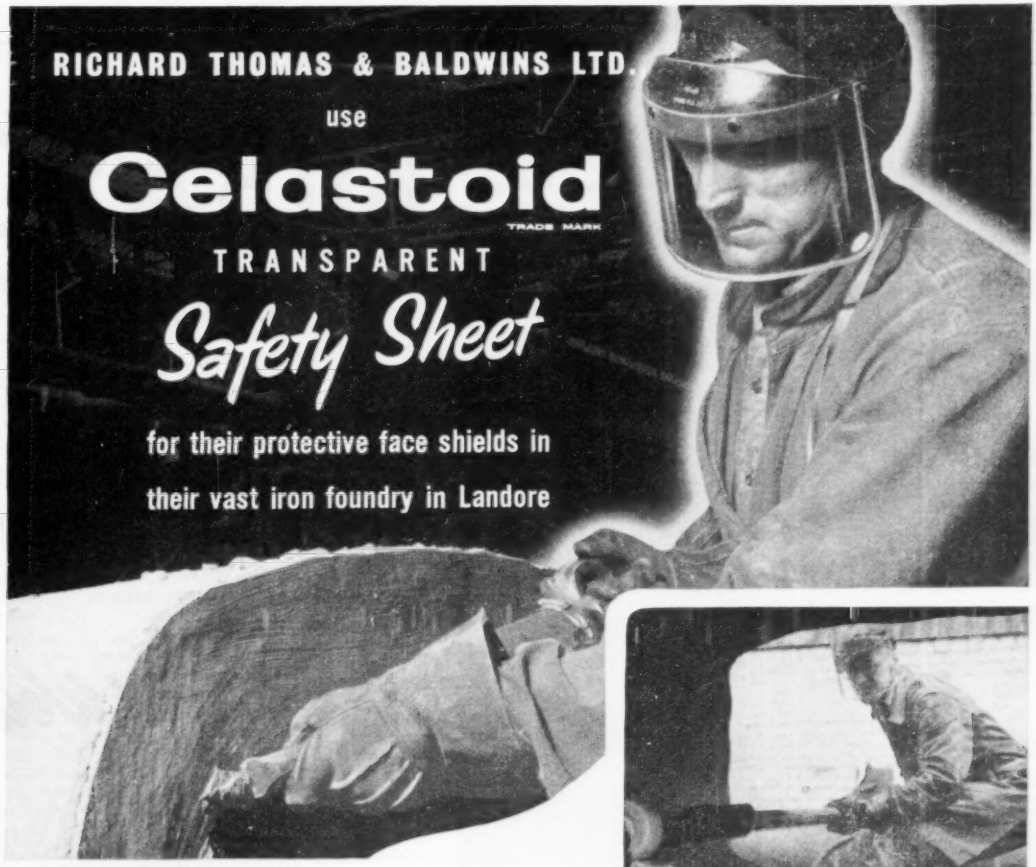

Operating a pneumatic grinder for the removal of metallic scale from the inside of Ingot Mould Casting.

ABOVE

Operating a pneumatic chisel for the removal of metal fins from an Ingot Mould casting.

Cleaning out Slag Tap-hole of a Cupola Furnace used for the melting of Pig Iron.

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Point Counter Point

A 'Capital' Job Market

A FEW weeks ago while Joyce Egginton was giving *News Chronicle* readers the low-down on office workers, we received this *cri du coeur* from a woman personnel officer in a large advertising agency in the West End:

". . . I would like very much to enter your correspondence columns with a heart-rending plea for the establishment of some worthwhile standards in shorthand typing. Some of the applicants who come here for interview, describing themselves as such and expecting an exorbitant salary for their limited age and experience, really would be worthy of interview from an editorial angle. . . .

"Certainly we here feel that it is about time employers took a stand on this, rather than continue to accede to the sometimes preposterous demands of the rising secretarial generation. . . .

"We are trying to establish a good relationship here between management and worker, and to maintain a fair and open attitude on employment relations generally. In the light of recent events, we are beginning to wonder whether this is not a one-way exercise to which management only is contributing".

This underlines much of what Miss Egginton said in her articles, and it does no harm to repeat that the reason for this state of affairs (predominantly a condition found in London, this Mecca of head offices) is simply that there are more secretarial jobs than efficient girls to fill them; so much so, that a good number of the really efficient girls themselves find that the job which promised so much has turned out to be a boring sinecure whose main requirement is that the girl in possession should look decorative.

Moreover, the proliferation of office jobs for girls has been artificially stimulated by managements themselves. Too many executives are vulnerable to the snob appeal of having a "secretary" whether the job justifies one or not. For proof, one need refer no further than the fast-growing cult of secretarymanship — where Executive A uses up a good part of his ingenuity in devising ploys through his secretary so that Executive B will be waiting in person at the other end of the line before he, A, lifts up his own telephone. It is the same with correspondence: I know of one case where two secretaries were actually writing to each other on matters which should have been handled by their respective bosses personally. One boss started it and the other was "damned if he was going to fall for that one".

Small wonder, then, that the demand results in barely literate teen-agers getting £9 to £10 a week for doing an easy job badly.

Two P.R.O.s I know solved this problem quite simply. Each previously had been paying two girls an average of £8 a week. Half the time these girls had nothing to do. In time they were sacked and each hired one absolutely first-rate girl at £12 a week to do both jobs. Now the work is done better and quicker and the girls concerned still have time to make the odd personal 'phone call — at the firm's expense, of course.

Monday Fun Day

HOW can employees enjoy a three-day week-end yet still put in their full working hours each week?

By way of experiment the Longren Aircraft Company of California have introduced a system whereby the first Monday of each month becomes a holiday; the five-day schedule is maintained, however, by working the following Saturday. During 1958, this will give Longren employees eight three-day week-ends and four four-day week-ends (in conjunction with legal holidays).

Reactions so far indicate that the experiment is likely to be successful. The added relaxation of the long week-end has become a pleasant prospect to employees even at the sacrifice of one Saturday a month.

The company have named the holiday Monday "fun day", and it applies to

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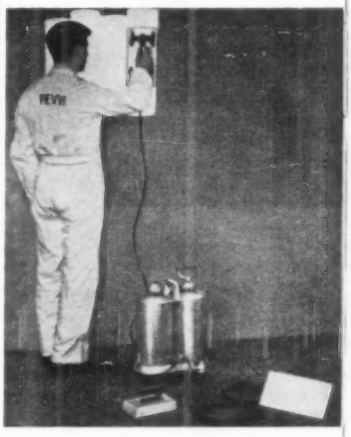

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Point Counter Point

all the company's 500 office and production workers. To help employees and customers keep track of the work schedule, the company have distributed a handsome calendar with the long week-ends encircled. So far, the main drawback would appear to be not the employee but the customer reaction, and no doubt any British firm which introduced a similar scheme would find the same thing. Even so, it seems an idea worth investigating.

Pull in the Right Places

WORTHY as well as doubtful causes prosper all the more for a bit of pull in the right places, yet Establishment blessing does not necessarily guarantee the success of a project.

This thought was prompted by Sir Robert Hyde's speech at the recent luncheon to mark the 40th anniversary of the Industrial Welfare Society. Sir Robert, who founded the Society, is now in his sprightly eighties and on this occasion he reminded one of a cheerful, slightly mischievous cherub. Rightly, he did not give us a plate of platitudes about the good work being done by the Society. Instead, he reminisced about its early days, in the course of which V.I.P. names of that period cropped up again and again. Lloyd George, the Duke of York, Archbishop Lang, Seebohm Rowntree, Baden-Powell, Winston Churchill, were a few of those mentioned.

Sir Robert Hyde

"Forty years on" . . . but by no means asunder

Both Church and State, it seemed, were all for such a Society, but something more than moral support was needed. So for a time the new organisation existed precariously—billiards matches and a show by Harry Lauder were among the means employed to raise money—until one firm (Templeton's) turned up trumps with a gift of £30,000.

But for the vagaries of our law, the Society might have been much richer before this. A council member died, leaving £250,000, much of it for "charitable and patriotic purposes". There was every reason to think the Society would benefit handsomely, but the family contested the will and the judge ruled that it was *void for uncertainty* because there was no such thing as a "charitable and patriotic purpose".

A Man of Parts

"USED to dealing with men . . ." It is a good many years since industry was bombarded with that kind of testimonial from ex-officers seeking peacetime jobs. We understand that they are still submitted from time to time, and there may be more of them in the next four years as the Government's defence cuts retire over 300,000 men from the armed services. But one variation which we never expected to hear was "used to dealing with boys . . ."

This phrase, however, inadvertently sprang to mind when we heard of the new career planned by Dr. W. G. Humphrey who has been headmaster of The Leys School, Cambridge, for the past twenty-four years. During the coming month Dr. Humphrey takes up his appointment as group personnel officer of Fisons Limited, manufacturers of fertilizers and chemical products.

His career has, in more than one sense, "come full circle". He read chemistry at The Queen's College, Oxford, and left in 1929 as a first-class Honours graduate and Doctor of Philosophy. He spent the next two years on a Commonwealth Fund Fellowship at Harvard, U.S.A., working on Hæmocyanin, and was senior science master at Uppingham from 1932-1934.

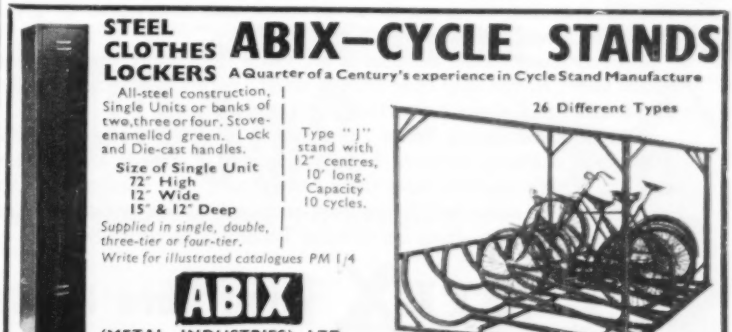
Dr. Humphrey

A career has "come full circle"

This scientific pattern changed when he joined The Leys. "My job as a headmaster", he explains, "has left me with very little time to keep up with the rapid advance of science during the past quarter-century."

In his new post he will deal with the end products of his past twenty-four years' work, which includes service on the Cambridgeshire Education Committee, the Committee of the Headmasters' Conference and the Council of the Public School Appointments Bureau, while, in 1954 as a member of the special committee set up by the Federation of British Industries (under the chairmanship of Dr. Percy Dunsheath) he helped to prepare the report on the shortage of science teachers. One of his new tasks will be coping with the current shortage of scientists in industry.

We wish Dr. Humphrey every success in the new career he has chosen. He himself finds the prospect "stimulating"; and he adds: "If one stays in the same job for too long, there is a real danger of some degree of mental stagnation setting in . . . [But] I shall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not be severing my connection with the educational world: one of my duties will be the fostering of good relations with universities, technical colleges and professional bodies ".

" Dutti "

IT is so rarely that one meets a man who has made £2-million and given it away, that members of the Press may be excused for treating Mr. Gottlieb Duttweiler as an object of curiosity when they met him in London recently. Mr. Duttweiler, who was in Britain to open the fourth annual retail conference organised by the British Institute of Management, is known all over the Continent as " Dutti "—the man who fought price rings and monopolies in his native Switzerland, built up the biggest retail food distribution business in Europe, and, in 1940, when it was worth an estimated £2-million, gave it to his employees and the housewives of Switzerland.

Mr. Duttweiler started to build the Federation of Migros Co-operatives thirty-three years ago with his first " shops on wheels ". Today one Swiss family in five is a member of Migros, and the co-operative spirit has spread to encompass self-service stores, supermarkets, tourist travel, adult education (including a school for foreign students in Bournemouth), symphony concerts, a book and record club, and the cheaper distribution of oil (Migrol).

Gottlieb Duttweiler

" Voluntary action is the price of freedom."

Mr. Duttweiler attributes his success to the conception of business as a three-man partnership, with the consumer as the third, but most important, partner in the team. That is why, in his list of ten guiding principles, " exceptional social services and high wages for personnel " comes last.

Staff welfare, however, includes an unusual pension fund which holds real estate worth £6,750,000 with a capital of only £2,000,000, thus protecting employees against diminishing purchasing power. He himself is a salaried employee living with his wife in a three-room flat outside Zürich. The house and ten-acre estate he once owned is now a club for workers.

Now approaching seventy years of age he might justifiably retire, but since he is by nature (as he puts it) " a rebel against anæmia ", this is hardly likely. Because of his shrewd business sense, his popularity and what he terms his " moral authority " he remains president of Migros, regularly re-elected by members of the co-operative.

Yet for him the co-operative is not *the* gospel—simply a " necessary corrective for our profit-minded economic system, and the power-loving state ". It is, he says, up to private management to look around for the " underdeveloped " areas close at home, for moral, not money making, reasons. As he has argued and demonstrated for many years " voluntary action is the price of freedom ".

THE EDITOR

The lady says

"it gets me off my knees"

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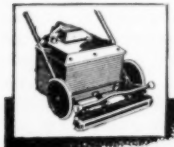

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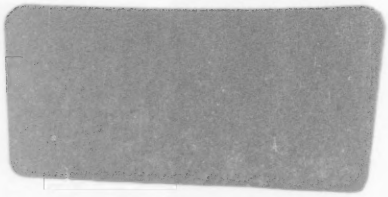

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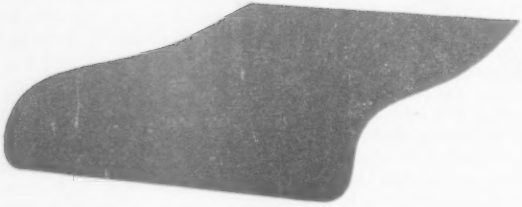

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New Plants for Old

Two cities—London and Birmingham—are now operating 'flatted factory' projects. Besides striking at the core of workshop slums, such schemes point to a new kind of co-operation in industry.

General view of the flatted factory building at Dartmouth Street, Birmingham.

FROM the age when Blake was denouncing the "dark Satanic mills" to the time when Orwell wrote *The Road To Wigan Pier*, a succession of writers and poets indignantly but vainly attacked the scars and squalor bequeathed us by the Industrial Revolution. For the most part, however, nothing was done; instead of eradicating the muck and the slums, we learned to live with them. And as anyone with half an eye can see, even today, after a considerable amount of planning and new building, the grim relics of the time when we were the world's workshop are still very much with us.

Within the last six months, however, two schemes have been started—and started in the sense that they are actually in operation—that suggest a way of destroying the hard core of the problem; namely, the rash of small, slum factories that so often are found clustered about the heart of our industrial cities.

The schemes in question are the "flatted factories" being erected by Birmingham Corporation and London County Council in slum areas of their respective cities that have been scheduled for demolition. At this stage these are essentially pilot schemes being undertaken to rehouse small firms displaced by the clearance work, but they could well pave the way for bigger and bolder ventures. It is also heartening to put on record that there is nothing like them on the Continent and for once where industry is concerned we are architecturally ahead of Western Europe.

By ROBERT McKINNON

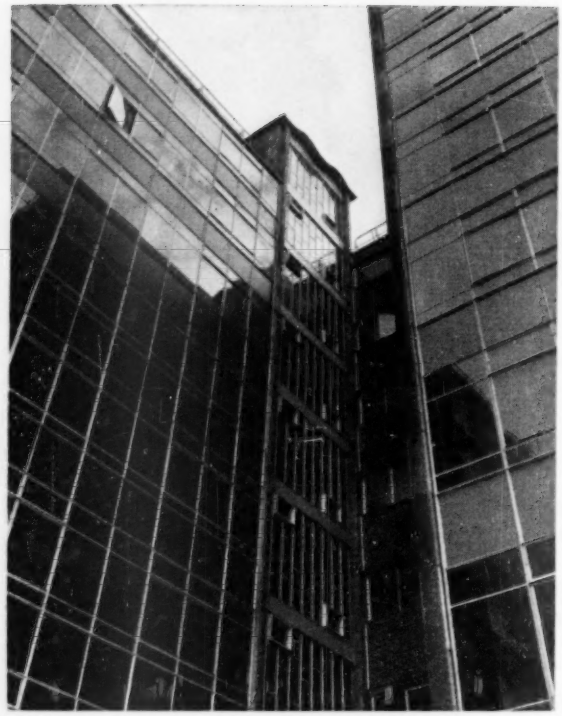
"Flatted factories", as the name suggests, are workshops of standardised area and design contained in a large multi-storey building which for all the world looks like a modern block of residential flats. Each unit, or workshop, is rented by a different firm and, just like families in a large block of flats, these firms have got to learn to live with each other, if only because they share a number of common services.

So much for the general picture. The details which follow describe how such projects are operated and how much they cost.

Birmingham

At present Birmingham Corporation is working on three "industrial relocation" schemes in the following development areas: Dartmouth Street, Duddeston and Nechells area; Holloway Head, Bath Row area; and Kyotts Lake Road Tramcar Repair Depot. Of these, the first two are flatted factory projects and the one at Dartmouth Street, which will house 46 firms with an average of 13 workers each, was opened on November 19 last year.

The Dartmouth Street block is a T-shaped, eight-storey building with six



Another view of Dartmouth Street showing the generous use of glass in greater detail.

units to a floor, except on the lower ground floor which houses only four units. The units vary in size from some 1,400 sq. ft. to over 3,800 sq. ft. The workspaces are self-contained, consisting of production space only (it is up to each firm to make its own office arrangements within this area) with a floor-bearing load of 280 lb. sq. ft. on the lower ground floor and of 224 lb. on other floors.

For each unit the Corporation has laid on gas, water, drainage and electricity; the fifth and sixth floors have provision for ducts to roof level, should air-extractor equipment be needed. Workspaces have first-class natural lighting through large windows, artificial lighting is to a standard grid and heating is by electric convector heaters. All the services are of course separately metered to tenants.

Communal services include W.C. and washing facilities on each floor. Loading of goods is provided by two loading bays and there are two goods lifts (self-operated) and one self-operated passenger lift. The Corporation has also supplied trolleys on each floor to carry goods to and from the workspaces and lifts, and has made itself responsible for the lighting and cleaning of communal corridors, staircases, washrooms, W.C.s and external window cleaning. Limited parking space for cars is also provided.

Conditions for Letting Flatted Factories

BIRMINGHAM CORPORATION lets its flatted factories on tenancies or leases for periods between seven to twenty-one years. Rents are payable quarterly in arrear, and tenants are responsible for general rates and water charges as well as for interior repairs and decoration. The Corporation is responsible for all other repairs. Here are some of the other conditions:—

1. *Tenants not to obscure the windows and to be required to clean the interior of the windows at least once during each calendar month.*
2. *Tenants to pay the gas and electric charges levied on the accommodation let to them.*
3. *Tenants to keep lifts, corridors, and the communal parts of the property free from obstruction.*
4. *Tenants to make suitable arrangements for the disposal of trade refuse.*
5. *Tenants to be required to use the trolleys for the transport of goods and materials within the building.*
6. *Tenants to be required to observe the maximum floor load-bearing capacities for the accommodation which they occupy.*
7. *Tenants to use the premises only for the trade approved at the time when the premises are let to them; any change in user to be subject to approval by the Corporation.*
8. *Any trade advertisements or name plates displayed by the tenants to be of specified design approved by the Corporation, and to be fixed in approved positions.*
9. *Tenants to ensure that the passenger lift is not used for the carriage of goods, and to observe the loading restrictions of goods lifts.*

With some minor exceptions these conditions also apply to L.C.C. flatted factories. In their case, however, firms can give three months' notice to leave, while the L.C.C. by law must give at least six months.

Mention should be made too of the general design of the building which is attractive as well as functional. Generous use has been made of red and yellow panels and grey stone finishes and particularly of glass. The T-shape plan ensures, in fact, that each unit has one long wall completely windowed.

Rents are substantially higher than those most of the tenants were paying in their old premises, but the difference in working conditions and general amenities is such as to more than repay the additional cost. For the lower ground, ground and first floors at Dartmouth Street, the rents average between 6s. and 6s. 3d. per sq. ft. and for the second to sixth floors between 5s. 6d. and 5s. 9d. per sq. ft. This includes a charge of 1s. 3d. for the services provided by the Corporation, including the employment of a caretaker, but does not include general rates. The rent, then, for a typical firm is about £550 a year which is hardly extortionate for an undertaking with 10 to 13 employees. Tenant firms who have moved in so far include printers, bookbinders, precision toolmakers, metal machinists and gunmakers.

The cost of building the Dartmouth Street block was £420,000 and it was undertaken as part of Birmingham's Slum Clearance Scheme. This involves the demolition of many old, unsafe, unhygienic and dilapidated workshops thereby investing the Corporation with a moral responsibility to rehouse the displaced firms. This is why at present only such firms can obtain one of the new units, but of course there is no reason why, with time, enough flatted factories cannot be built to accommodate every firm which would like one. For, it should be stressed again, these are pioneer schemes whose greatest virtue is that they are proving what can be done.

As is only natural, however, the tenants of the new factories look on the benefits of today, which are very real and substantial, rather than at the promise of tomorrow. And most of the firms rehoused in Dartmouth Street are delighted with the change. Not only are they still near their customers (a very important matter to the very small firm), not only have the working conditions improved out of all recognition, but work efficiency has also greatly increased because of better layout. Another point in this connection is that tenants can also make use of the storage space in the basement.

Lastly, a word about noise and safety. As regards the first, the Corporation stipulates that firms must use trolleys with rubber wheels when collecting goods from the lifts to the workshops. To cover the second, a fire alarm system has been installed which automatically gives warning of any outbreak of fire at a central switchboard on the ground floor and at the nearest fire station. Such a system is essential of course in a building where one fire could endanger many firms.

In all, 2,300 firms with some 25,000 workers are being re-located by redevelopment work in the inner areas of Birmingham. Dartmouth Street is the first significant step and the flatted factory block at Holloway Head, the same basically but of a different design, is being opened this month. The third scheme referred to—at the tramcar repair depot—is for factory units of a different type and does not come within the scope of this article.

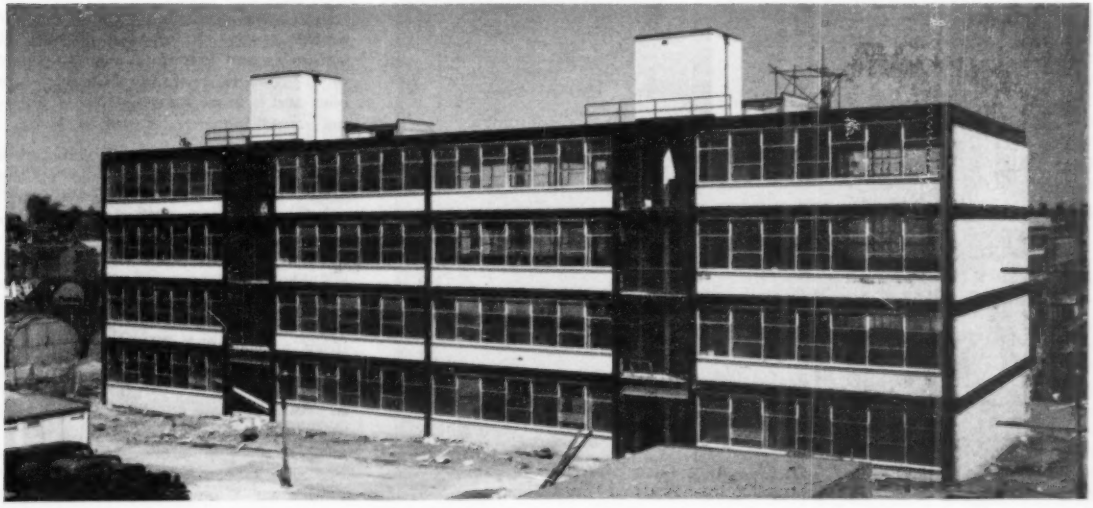
London

Flatted factory development in the capital at present is centred in Shoreditch where the London County Council is putting up three four-storey blocks in the Long Street area. These will provide a total of 56 units, each of 1,200 sq. ft., and one block of 16 units is already completed and fully occupied.

The L.C.C. project is in essentials no different from that being carried out

(*continued overleaf*)

In Place of Stables and Slum Basements!



General view of one of the L.C.C. buildings at Long Street, Shoreditch.

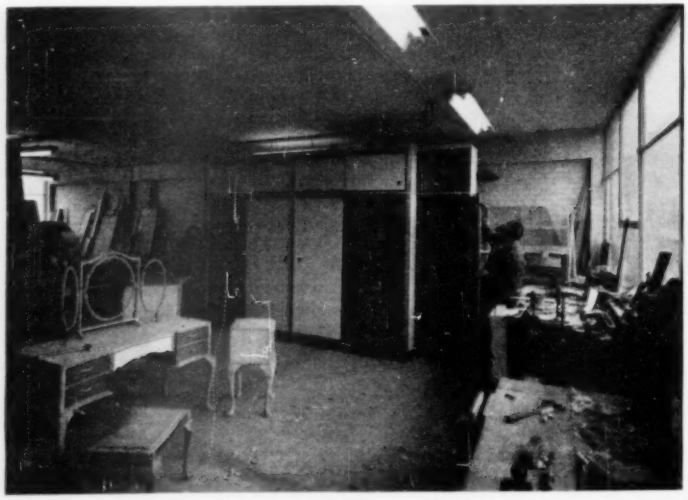
by Birmingham Corporation and it was started for the same reasons. Small, insanitary slum workshops abound in London, especially in the East End, and many of these are to be demolished to make way for new schools, road improvements and new houses and flats. At the same time these small businesses cannot be allowed to disappear for they form an important link in a chain of production. Moreover as with the Birmingham authorities, the L.C.C. is aware of its responsibility for giving displaced firms the chance to continue their means of livelihood.

The cost of the Long Street scheme, including road-widening work, will be about £200,000. The L.C.C. is not seeking to make a profit from it, merely to cover costs. The rents of the basic 1,200 sq. ft. unit vary from £420 a year on the ground floor to £315 a year on the top floor exclusive of general rates. In addition, stores of different sizes are being provided in the courtyards at an average rent of £25 a year exclusive of rates. And as many occupants are making parts for the furniture industry, there are special enclosures for storing cellulose. A central core of eight workshops contains staircase, goods lift, lavatories and washrooms and a duct for services.

General amenities, precautions and conditions are in fact very much similar to those laid down in the Birmingham scheme so there is little point in repeating them. Only displaced firms are being granted tenancies (though the demand for them exceeds the space by a number of times) and each occupant is being allotted roughly as much space as he had in his old workshop. The maximum that the L.C.C. will let to any firm, however, is two units (2,400 sq. ft.) whereas in certain circumstances Birmingham Corporation will let a whole floor to a single firm. On the other hand the L.C.C. will allot halves and even quarters of units and will build the separating walls.

One slight difference between the Birmingham and L.C.C. schemes is that the first caters for very small firms and the second for tiny firms. At Shoreditch, for example, I interviewed a man occupying a half-unit of 600 sq. ft. who is engaged in making legs for coffee tables. He is a one-man firm and now perfectly content with his new premises though he did find the higher rent a bit of a problem at first.

There are similar cases where firms are so small that a rent increase of, say, £2 a week makes a real difference. On the other hand it must be remembered that most of these firms have left premises that more resembled shanties than places where manufacturing was carried out. Previously, for example, two firms had rented old stables, another an old fish shop and one had been housed in a building that was not even weatherproof.



A Shoreditch interior. Many tenants are small firms making parts for the furniture industry.

Some Thoughts on the Future of Flatted Factories

If firms are regarded as the macrocosms of people, then no doubt, where they share the same building, very much the same problems could arise as when people are living together. So far, however, this has not been the case with the schemes just described.

All the more pity, then, that neither scheme boasts a communal canteen. True, building has been to a strict budget and the authorities point out that space is none too plentiful, but surely it would have been possible to have built small staff restaurants on the roof of each block.

So far as personnel managers are concerned, the significance of the projects is mainly social and is to be sought not in today but tomorrow. The time could well come when the ugly faces of our industrial areas are lifted by a profusion of flatted factories and similar but more ambitious schemes for larger firms. Such ventures would in turn transform community and industrial relations in the areas concerned.

The two schemes discussed in this article are, as has already been stressed, for the benefit of firms displaced under compulsory slum clearance but there is nothing in theory to prevent other smallish firms getting together and planning a flatted factory on their own, with each firm contributing towards the capital cost according to the area it would occupy. In practice, all sorts of jealousies and suspicions may arise but such problems crop up with any new idea and it is no argument for dismissing something creative out of hand.

But to return finally to Dartmouth Street and Shoreditch. None of the tenant firms of course has a personnel manager—they are far too small for that—but could any case be put forward for a personnel manager whose job would be to look after the interests of the community as a whole? At this stage the answer is probably "no"; there are a thousand and one good reasons against it, or at least one could invent reasons. However, if enough of these flatted factory communities eventually come into being, then it is a safe bet that somewhere, sometime one of them *will* create such a post. And then a new and more complex trend in personnel management will have begun.

An American View on:

Creative Thinking for Personnel Officers

Mr. Harold E. Brewer, personnel director of the Vick Chemical Company, presents a view quite free from any world-weary scepticism. Like so much American thought, it refreshingly assumes that something can be done with the human race.

THE power of creative thinking—the ability to create and develop new ideas—is not, as many people feel, some special mental gift to a chosen few. Nor is it a faculty "you must be born with or you never have it". The truth of the matter is that anyone with a healthy, normal mind has the potential power to be a creative thinker.

The ability to create new ideas can be learned just the same as any other skill—for it is a skill. One thing is certain . . . ideas do not suddenly and "mysteriously" come into a man's mind without any effort on his part. They are the result of a very definite thinking process—a process that is just as definite as the production of material things. In the production of new ideas, the mind follows a thinking procedure that is logical and controlled and, like any other skill, the more it is practised the easier it is to do.

Leaders in every field are keen practitioners of creative thinking. Some follow rules successfully used by others. Some prefer to make up their own. But whatever procedure they follow, they all share one thing in common—they have developed and use their creative ability.

Here, for example, is just one of the numerous techniques that can be applied to the process of creating new ideas. Although it is a simple formula, it is not automatic. It cannot work for a person unless interest, effort and follow-through is applied to make it work for him. It also requires following each of the essential steps in the process without omission, as the success of each step depends on the completion of the preceding one.

Recognise a Need or a Problem

At the outset, forget about "ideas" as such. You cannot start the creative process working merely by "looking around for ideas" or by "just keeping your mind open". G. K. Chesterton once said, "The object of opening the mind, as of opening the mouth, is to shut it again on something solid!" Keeping the mind open is fine—providing that "something solid" to shut it on is a specific need or problem that will stimulate the mind into action and give thoughts a definite direction and goal.

So, as a start, pick "something wrong" with your own speciality. Examine and define the problem, clarify it thoroughly and make sure you know exactly what it is. Then write it down and keep it before you.

Gather Necessary and Related Information

Idea building starts with knowledge. It is a form of "chain reaction" with each fact from your store of knowledge reacting against another fact, to produce a new fact or idea. Therefore, when you have established the need or problem that you want to solve—you must start accumulating all the facts that have any bearing whatsoever on your objective.

How deeply you will have to dig for these facts, and to what sources you will have to go depends largely on the problem you wish to solve. The important point is to get these facts, however and wherever they are to be found—in books, trade journals and other publications, or by talking to people who are informed on the subject. In this "stockpiling" activity, keep in mind that your objective at this point is to get as much knowledge as you possibly can, for it will be from these facts that the new idea will spring. You are not, as yet, concerned with a new idea. This will come later as a result of completing all the steps in this creative thinking process.

Organise Your Information

As you gather all the related facts in your knowledge stockpile, it is necessary, at the same time, to organise it into a form that is usable. A very simple way to do this is by using a scrap book or card file in which you collect all the pertinent items and pieces of information you uncover in your studies. It is vitally important that all this information be written down in a form that makes complete sense to you. All too often, fragmentary sentences and unfinished thoughts have no meaning when they are later referred to.

Clarify Your Facts

Somewhere in this mass of facts you have built up is the key that will unlock the "idea vault" of your mind. The job is now one of finding the key. Towards this end, you must now give your factual material a thorough clarification and refining. The purpose of this fact-screening process is to extract from your material the significant *relationships* and *principles* it contains. Relationships lead to the extraction of a general principle. The principle suggests the key to a new application,

a new twist, a new combination—*a new idea!*

No fact is important in itself alone. It is important merely as a link in a chain of knowledge. The only thing that can lead you to ideas are *principles*. Because of this, the process of creative thinking requires us to always seek what *underlies* the facts.

It now becomes evident that the process creating and building new ideas is one of combining old familiar elements to produce a new structure. It is at this point in the process that you begin matching one bit of information against the other, continually seeking to see what new meaning the combinations make.

As these new meanings take shape in the form of principles, it will help to write them down, as putting your thoughts in writing makes you think with greater logic, clarity and good sense.

Let Things Simmer

The next step in the process of creative thinking is one that takes place without a direct or conscious effort on your part. The step consists of removing the whole matter from your mind's "front burner" to its "back burner", where you will let it simmer. This is simply a matter of taking the job away from your conscious mind and turning it over to your subconscious mind. To explain exactly how this mind works at this stage would require a lengthy and considerable discussion on psychology. Understanding how it works is not actually important to the use of this step. The important thing it that now you must let your conscious mind get its second wind while your subconscious mind mulls over the problem you've given it.

The best thing to do at this stage is to "get away from it all". Go to a concert, a movie, relax, sleep, have a good time—almost anything, so long as you *don't* think about ideas. Don't try to force anything.

The Idea is Born

If you have collected enough facts, organised them, refined them, extracted relationships and principles, and let them simmer sufficiently—an idea will come, and it will be followed by others. The idea may strike you when you least expect it—while eating, while relaxing, or even awakening you from a sound sleep. However it happens, it *will* happen.

This is the goal toward which you have been applying the creative thinking process. It is also the stage at which many people fail. They fail because once ideas begin coming, they keep coming with great rapidity. The memory cannot absorb them all and many of them, often the best ones, are forgotten and lost. The best protection against this is again to write them all down.

Rework the Idea

Many an intelligent person has gone off half-cocked over his brainchild simply because he did not take the time to be very objective and check the ideas for flaws. When you have written down your new ideas, take each one and measure it for its true worth. Be honest and critical about them. Rework each idea—modify it—reshape it—adapt it to the practical situation.

Is All This Necessary?

YOU may wonder whether or not it it absolutely necessary to follow each of the steps in the order given. If you are new to the creative thinking process, it will help if you do. You will find in actual practice that each step is so inter-related with each preceding and following step that you cannot always draw a clear-cut line between them.

You may also find that several phases of the process will take place almost simultaneously. Again, it may be necessary to back-track from one step to previous ones on which you have not done a sufficiently thorough job. Such variations are personal matters that depend on your particular make-up.

We all know that new ideas and suggestions from our workers can be a tremendous help in making operations more efficient—but without the proper kind of encouragement and inspiration, a great many workers will never think in this manner. If we can learn and apply the creative thinking process—it is equally important that we pass this formula along to our workers and encourage them in every way to use it.

1. **Ask workers for suggestions.**—Some workers never suggest ideas because they feel a supervisor will think they are dissatisfied with the way the job is being done or that it would be an attempt to tell the supervisor how to do his job.

2. **Sell workers on thinking for themselves.**—Convince workers that we are sincerely interested in getting their ideas and suggestions—rather than in having them blindly accept every established way of doing things without question.

3. **Be a sincere listener.**—Give complete attention to each worker's suggestions—and avoid giving the impression that we are preoccupied with more important day-to-day duties. Once a worker feels you are showing only half-hearted interest, he will think twice before making another suggestion.

4. **Hear the man out.**—Some workers are not able to get to the meat of their idea quickly or clearly and it makes more sense as he struggles through it. Making snap judgments as to the merits of the idea before the man has completed his story not only shows discourtesy to him but has a discouraging effect on him.

5. **Be constructive in criticism.**—If an idea won't work, tell the man why. Try to talk in practical terms. Nothing is more discouraging for a man than to have what he thinks is a "red hot idea" brusquely turned down without being told why it won't work.

6. **Give credit where it is due.**—If a suggestion or idea is usable, no matter how small it is, we must always give the worker full credit and see that it is passed up the line with full credit. Such action not only encourages the man himself to come up with more ideas but inspires the entire group to think creatively about company problems.

7. **Build confidence in workers.**—Many workers hesitate to make suggestions unless they feel the ideas are foolproof. They are afraid of ridicule if the ideas have any flaws. We can remove this fear by assuring workers that an idea can still be good even if the "bugs" have to be taken out of it.

8. **Encourage team work.**—We must impress on our workers that no man is expected to come up with a winning idea *every* time—any more than a baseball player is expected to score every time he comes up to bat. It is the batting average that counts—not just of the individual man, but of the team as a whole. Impress on workers that some of the best suggestions are the result of teamwork.

Next month we shall be publishing the first of two articles on a British personnel officer's impressions of human relations in the U.S.A.

A Simple Check Number System for the Personnel Office

By G. C. BATHO

Errors are reduced and time and space saved by following the librarian's example

IT is fairly safe to say that any trained librarian throughout the country, given the catalogue number of a book, can tell immediately what it is about, thanks to the index system laid down by the renowned Professor Dewey, whereby the number, infinitely applied in decimals, refers by its digits to classifications of literature of the widest known range.

The system has a wide application beyond the scope of libraries and manufacturers have found it useful in cataloguing their products so that at a glance the number reveals the nature of the product, details of quality, size, design and so on. Errors are minimised, and time and space saved in storing, handling and completing of orders and in stocktaking.

An application which becomes apparent industrially is the adaptation of this Dewey method to works check-numbers. Here is given a theoretical proposition which, it is hoped, will indicate the possibilities sufficiently to enable firms unacquainted with the idea to adapt it to their own organization no matter what its size. Bearing in mind that every digit provides in itself ten classifications, sections, or subsections, a four-digit number presents a wide range.

The first digit is applied as the primary to the broadest general classification in the works function, say, theoretically, (1) Production, (2) Distribution, (3) Administration, (4) Ancillary, and so on with the scope of (0) to (9).. In actual practice such classifications would take their proper names in the organisation.

The secondary number is then applied to the next break-down, say departments. In "Production" will appear perhaps (1) Raw materials, (2) Processing, (3) Finishing, and seven other possibilities of breakdown. The third figure will refer to the man's occupation within his department, and the final digit will be the man's own serial number which, to cover a large number of employees, need not exceed 0-9. In an exceptionally large organisation 0-99 may have to be resorted to, making a five-digit number, but such an organisation is already probably using a five-figure number in an ordinary numerical allocation.

Let me give an example. Check No. 2835 might indicate that the man is in (2) Distribution, (8) in the Packing Shed, (3) is a Checker, and (5) is his serial number in his group. Let us see how it looks on the records, in operation:

A log is maintained as the basis of the method. Now, without such a system, where numbers are allotted mainly in numerical rotation of employment, the question of allotting numbers can be nobody's baby but that of the timekeeper as he has the problem of arranging the clocks. But the method described here opens up determination of the number to all and sundry. Right from the first moment of employment, the personnel officer knows what the number will be and agree it immediately with the timekeeper, while the personnel records clerks have provision ready in their files and records.

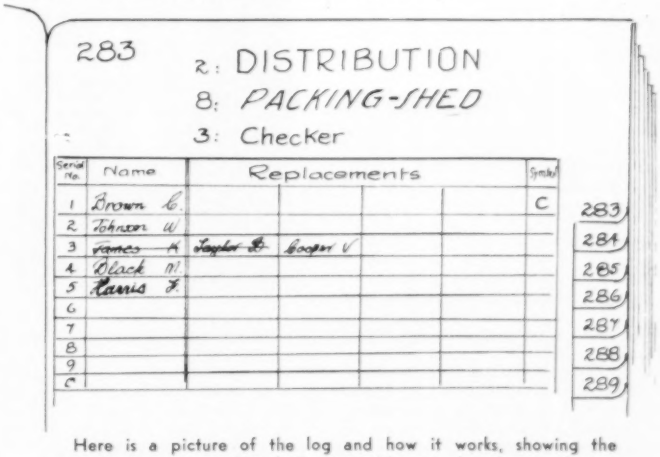
The log obviously constitutes a permanent, classified departmental and occupational index of up-to-the-minute value. The moment the man changes his occupation, even in the same section, the number is re-arranged in the log. Statistics can be extracted "hot": note the thumb-index.

Copies of sections of the log can be supplied to the appropriate section heads, so that everyone has his own record of employees, concurrent with the master-log held by the personnel and timekeeping officers. A foolscap book, used longways, for the log would provide for a great many "replacements".

When an employee leaves or is transferred, the serial number is taken over by the next man who arrives for that job. There are no indefinite "blanks" as when numbers are allocated merely numerically. No new numbers are allotted until the section adds to its strength.

Refinements are possible with the use of the alphabet added to the numbers (but are not required for clock-purposes) giving 26 variations as in, say, "A" Apprentice, "F" Foreman, "C" Charge hand, "H" Helper, "I" Improver, etc.

The advantages of this check numbering system, as already stated, can be applied to many functions in the factory, and I hope that this broad outline will suggest a number of uses to readers.



Here is a picture of the log and how it works, showing the record of our No. 2835 ("F. Harris") and also showing how a "Cooper V." has replaced "Taylor B." and "James K."

HEALTH REPORT SLATES SMALL FIRMS

SMALL firms are the worst offenders in matters relating to the health and welfare of their employees. This is revealed in a report published recently, on industrial health conditions and facilities in Halifax (*Industrial Health—a survey in Halifax*. H.M.S.O. 1s. 6d.) In an overall assessment of working environment the report shows that, in the smaller factories, washing facilities, cleanliness, lighting and workshop temperatures were the most unsatisfactory features, while ventilation was at fault in both large and small.

This pilot survey is the first major achievement of the Standing Committee on industrial health, which was set up in 1955. With the Minister of Labour as its chairman, and Sir Guildhaume Myrddin-Evans, deputy secretary of the Ministry, as vice-chairman, the Committee's task was to advise on ways of developing health services in workplaces covered by the Factories Acts. Membership included representatives of the British Employers' Confederation, TUC, nationalised industries, BMA, Royal College of Nursing and other interested bodies.

Halifax was chosen for the investigation because, with a population of 100,000, the town has a reasonably wide range of industries employing 28,699 manual workers.

More specifically, the report says that small employers should pay more attention to vacuum cleaning and the use of more attractive colour schemes to make workplaces more pleasant for employees. Worst conditions of heating and ventilation were found in multi-storey mills with their large floor areas and low ceilings, but working conditions were often bad in single-storey buildings during winter because of inadequate heating.

Lack of Supervision

Of 797 buildings investigated, 201 (covering nearly 10,000 factory workers) were found to be badly ventilated; 102 of them were factories employing fewer than 11 workers. Concluding that the lack of proper supervision is the root cause, the report suggests that one person in each factory should be responsible for supervising the heating and ventilation.

The report calls for greater attention amongst industrialists and architects to the question of sub-standard buildings. Eighty-one buildings were structurally bad, dilapidated and no longer weatherproof.

Other complaints concerning working conditions were:—

Sanitary accommodation — greater effort was needed to bring this up to date, and to introduce daily cleaning. In 76 factories workers had to cross an open yard to reach the lavatories.

Health hazards—widespread use of industrial solvents constituted a possible hazard and there was a conspicuous lack of positive information about dust or fume concentrations in the atmosphere, especially in the small firms.

First-aid facilities—the most serious feature was the large number of factories employing more than 50 workers, without a trained first-aid worker in charge of the first-aid box (this is illegal). In many works stocks of equipment were inadequate, materials and techniques were unsuitable and elementary precautions of hygiene were neglected.

In the field of medical supervision the report stresses the need to organise comprehensive medical services for the smaller concerns on a group basis (as at Slough and Harlow). One feature common to all the factories in the survey was that no fixed routine visits were paid by a works doctor. No factory regularly employed a doctor for more than two hours a week, and the report suggests that more general practitioners should be encouraged to undertake industrial work on a part-time basis. Four Halifax G.P.s were already employed in this way. "There are definite advantages," said Sir Guildhaume, "in the same doctor treating a patient both generally and at work."

As the first stage of its campaign for better industrial health, the Committee plans to encourage Halifax firms employing 250 or more workers to provide and extend medical and nursing services. Emphasis will be laid on the three major elements of health supervision: regular medical examination, advice on the health aspects of working conditions, and supervision of first-aid and emergency treatment. If this proves successful the same thing will be done in other areas.

HOUSE JOURNALS—

How much do they cost?

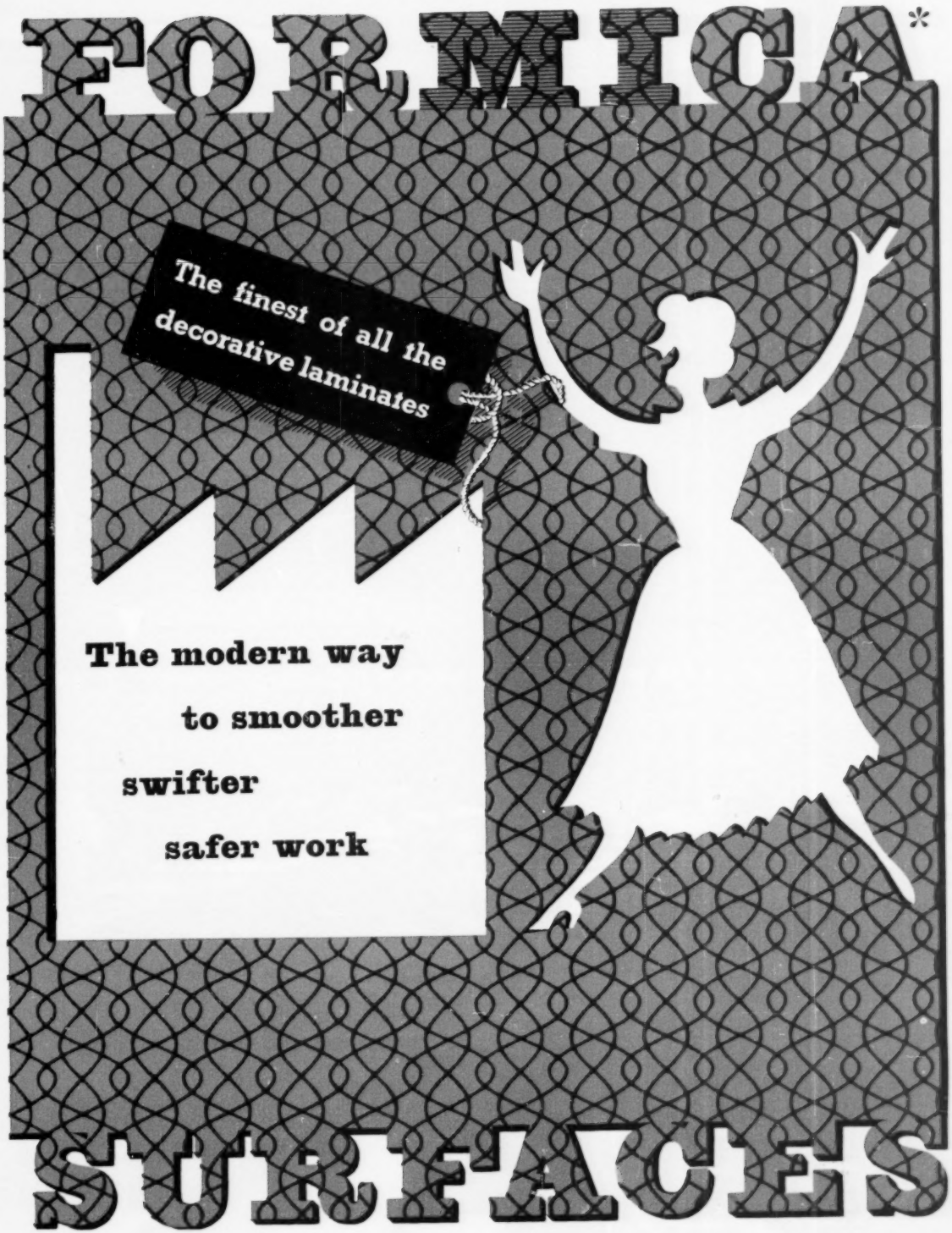
A COMBINED total of over £4 million each year is spent by firms throughout Britain on house journals, the majority of which are produced solely for employees. They are circulated to 13,500,000 people and have a total readership of 30 million.

These figures, which are based on the assumption that there are about 1,500 house journals in the United Kingdom, are given in a survey of journals pro-

SAFETY WISDOM WINS PRIZES

A CUT of over 40 per cent in their accident frequency rate during 1957 has won Dunlop Cotton Mills Ltd., Dunfermline, this handsome safety trophy, above. Called the Elgin Trophy, after its donor, the Earl of Elgin, it is a new award in the annual competition run by Fife and Kinross Industrial Safety Council.

Mr. P. E. Catterall, a machine assistant employed by Empire Paper Mills Ltd., has won £35 with his design for a safety poster, above. The design gained first prize in a competition run throughout the industry by the Employers' Federation of Papermakers and Boardmakers Safety Committee.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Switchboard panelling	First aid rooms

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Area Representatives

Southern Counties	18 Kings Park Road, Southampton *Tel : Southampton 27987/8*
East Anglia	De La Rue House, 84/86 Regent Street, London, W.1 *Tel : Regent 2901*

For any further information please write or telephone to :
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Tel : Regent 2901

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duced by members of the British Association of Industrial Editors. Analysing questionnaires which were completed by 257 members in October, last year, the BAIE has discovered that the annual average expenditure for each journal is £2,800.

More than three-quarters of the journals analysed are issued free to employees, and an interesting point that arises from a survey of those for which a charge was made, is that the more a firm charges for a journal, the fewer people bother to buy it. Journals selling for a penny or twopence have an average subscription of 67 per cent of employees; where they cost 4d., 5d. or 6d., the numbers subscribing drops to 43 per cent; and if they cost over sixpence a copy only a quarter of the employees bother to subscribe.

Training—Industry Must Go It Alone

EMPLOYERS must not "run away from personal responsibility". Training for skill is their job, not the Government's; and the small, specialised firms must do more. This warning was repeated recently when the "father" of the Carr Committee Report, Mr. Robert Carr (formerly parliamentary secretary to the Ministry of Labour) addressed a BACIE conference for training and personnel officers in London.

Somebody suggested financial aid, but Mr. Carr would not relent. Firms had money for new plant, machinery and offices; why wasn't there any to spare for training?

Industry may not yet be over-eager to heed the warning; but the conference showed that the organisers, at least, were wide awake to the urgency of the problem.

RoSPA Tackles the Lot

WITH the comprehensive theme of "works tidiness", this year's National Industrial Safety Conference, organised by RoSPA at Scarborough, from May 9-11, will cover a wide range of safe-working essentials such as efficient planning of the job, safe means of access and correct handling of goods —a sphere of work which accounted for more than a quarter of all accidents reported in 1956, the last year for which figures are available.

* * *

EMPLOYMENT OF HANDICAPPED school-leavers, welfare, apprenticeship and training for technology, are subjects covered in the 1958 *Annual Guide to Careers for Young People*, published by the National Union of Teachers (3s. a copy). Another move to cement co-operation between teachers and employers is the National Education and Careers Exhibition which the N.U.T. is organising at Olympia, London, in May, 1959.

Human Relations is an old Swedish Custom

FOR the past three years the townspeople of Cirencester have had two Christmas trees to deck their festivities. One is part of an old local custom; the other, hung with traditional Scandinavian white lights, is a yearly gift from the management of a Swedish firm which, almost twelve years ago, established a branch factory in the town.

This custom is typical of the efforts made during those years by the Addo Machine Company, makers of adding machines, to build a partnership with the community, coloured by the essentially Scandinavian characteristics that the general manager, Mr. Sixten Hansson, and his assistant, Mr. Gustaf Richt, brought with them from the company's head office in Malmö.

Last year, for instance, the Christmas lights were switched on in the town square by the young "Queen of Light" chosen by the Swedish community in Britain. This year Mr. Hansson hopes Cirencester will elect its own "Queen", installed with correct Swedish ritual.

Swedish Design

A suggestion of Scandinavian delight in greenery blends with a rural setting in the shrubs and flowers which brighten up the façade, window ledges and reception hall of the firm's premises (sited, aptly enough, in Love Lane). This two-storey factory and office building, to which the firm moved in 1954, was designed by Swedish architects, although interior design was to British specifications.

Inside the factory the basic necessity to keep dust and damp away from the intricate machine components has been exploited fully with the use of clean, fresh colours on the walls and ceilings,

A tester from Ghana. Addo's house journal is printed in five languages, read in over 100 countries.

Time study in the enamelling shop to fix the piece-rates. Addo was the first firm in Cirencester to introduce piece-work.

sound-killing floors and a layout planned for comfort, to make working easy and pleasant for the firm's ninety factory and office workers.

Addo was the first firm to introduce piece-rate working. They did it gradually, conscious of the suspicion it would arouse amongst employees. When the local organiser of the Transport and General Workers' Union promised them two years' trouble, there was no threat implied: relations between the management and union have always been good. Eighty per cent of the firms employees are in the union, and by mutual consent the two shop stewards represent non-members in their negotiations with management. He was right, however. "They just want more work for the same money" was the first employee reaction.

Piece-rates were introduced initially on the assembly line. A complete printed explanation was issued by management, and courses were held after working hours to explain in detail how to compute earnings. Individual difficulties were ironed out, and now the system is not only accepted, it is proving a valuable recruiting attraction.

'Settling' takes Two Years

After a two-year "settling period" the second stage of introduction began in the production department. Third stage, soon to come, is planned for the enamelling shop.

Addo's annual house magazine, *Figures*, published in Malmö, is unique —printed in five languages and distributed in more than 100 countries. It is not surprising then, that the Cirencester factory has attracted a varied assortment of nationalities. They have employed Poles, Frenchmen, Danes and Germans, and one of the testers working there today is from Ghana.

Factory law . . . clean air . . . suggestions . . . day release . . . scholarships . . . computers . . .

NEWS SNAPS

P.M. Names & Notes

BASIC LAW for industrial managers will be fully covered in a three-day course on industrial and factory law organised by the IWS early this month. The course, which will be held at the Society's headquarters, Robert Hyde House, 48 Bryanston Square, London, W.1, from May 6-8, will be given by Mr. Harry Samuels, M.A., barrister-at-law. It will be up to date with the latest changes in legislation.

* * *

THREE FILMS made under the co-production programme of the European Productivity Agency will be available shortly. They are: *The Trench*, a Swedish accident prevention film; *What is Your Idea*, a film on suggestion schemes, made in Norway; and *Method Study in the Office*, produced by the British Productivity Council.

* * *

FORTNIGHT'S HOLIDAY for two in Norway is the prize for the best idea submitted during 1957 in the suggestion scheme run by Carreras Ltd., the cigarette manufacturers. One of many unusual and attractive prizes planned to enlist ideas, the trip will be financed by F. Jebe & Company who make Craven "A" for Carreras in Norway. The winner is Mr. R. Tanser, a fitter in Carreras' London works.

* * *

GREATER COMFORT for employees, resulting in greater efficiency is one of the special benefits gained from adequate thermal insulation in industrial buildings, says a recent bulletin on the subject, issued by the Universal Asbestos Manufacturing Group Advisory Service, Tolpits, Watford, Herts.

* * *

INDUSTRIAL PROBLEMS arising from the Clean Air Act will be covered in detail by a refresher course for works and plant engineers, to be held this June at Prestatyn Holiday Camp, North Wales. Organised by the North Wales Fuel Efficiency Panel in co-operation with NIFES, it takes place from June 9-14. Fees are—residential: £10; day students: £4. Further details from Mr. C. K. R. Davies, Baltic House, Mountstuart Square, Cardiff.

* * *

FIRE AND EXPLOSION RISK from flammable liquids is the subject of a recent bulletin issued by the Fire Protection Association 15 Queen Street, London, E.C.4, who have also issued a complete list of their publications up to January, 1958. Another recent information sheet deals with fire hazards of wood preservatives.

* * *

LARGEST DISPLAY of labour-aiding equipment and methods ever presented to the world is the organisers' claim for this year's Mechanical Handling Exhibition, which, for the first time, will be international in character. Over 250 exhibitors will display thousands of time- and cost-saving devices from Britain, America, France, Germany, Italy and Scandinavia. To be staged at London's Earls Court from May 7-17, the exhibition will also house the Materials Handling Convention dealing with latest handling methods in specific industries.

* * *

DAY RELEASE WITH PAY for the under-40's employed in its engineering department has been announced by the Post Office. This technical education scheme, until now restricted to juveniles, has been welcomed by the Post Office Engineering Union. General secretary Mr. Charles Smith greeted this step forward in adult day release as "an example which we hope will be followed".

* * *

U.S. AUTOMATIC DATA EXPERT John Diebold is to join with the British management consultants, Urwick, Orr & Partners Ltd., to form a new company which will advise British firms on all applications of electronic computers in the office and factory. Address of the new company, Urwick Diebold Ltd., is 29 Hertford Street, London, W.1.

* * *

INDUSTRIAL SCHOLARSHIPS.—The Wilmot Breeden Group of Companies is sponsoring two Fellowships, each worth £1,000 a year, at Birmingham University and the College of Technology, respectively. Each Fellowship will normally be tenable for two years, and successful candidates will divide their time between the firm and academic work.

The Dunlop Rubber Company has renewed for a further four years its yearly £150 scholarship at Loughborough College of Technology, open to students of the prescribed motor industry diploma course.

For the second year running a Harrow school pupil has won the £2,335 scholarship offered by Hoover Ltd. This year's winner is Michael Seddon, 18-year-old sixth former at Harrow County School for Boys. He will study for an honours degree in engineering at Southampton University.

APPOINTMENTS

The Editor will be glad to publish news of any appointments, retirements, etc., in personnel and allied fields. Please send details.

Mr. F. P. Liebert, B.Sc.(Tech.), A.M.I.Prod.E., has been appointed works manager of The English Electric Company's Rugby and Whetstone (Leicester) establishments. Mr. Liebert joined the company in 1937 as a graduate apprentice at Bradford. Since 1955 he has been manager of the firm's gas turbine works at Whetstone.

Mr. Jack Keiser, D.I.C., M.Sc.(Eng.), has been appointed education manager of Siemens Edison Swan Ltd. He will co-ordinate the educational facilities throughout the company's factories, employing a total of some 21,000 people. Mr. Keiser, who is a member of the Institute of Personnel Management, was previously education officer at Folland Aircraft Ltd.

Mr. W. J. Kennedy, who has been employed on the Ordnance Survey staff at Southampton, where he organised civil defence arrangements, has been appointed civil defence organiser for the Cuckfield (Sussex) Urban and Rural Districts.

Retirements

Secretary to the Gas Council since its formation in 1948, **Mr. F. G. Brewer,** O.B.E., will retire from that office at the end of September. His successor will be **Mr. Wilfrid Bailey,** F.S.A.A., present chief accountant of the Council.

Mr. C. F. Cooper, personnel officer of Robinsons and Sons, Ltd., Chesterfield cardboard box and surgical dressing manufacturers, has retired at the age of 65 years. To mark his retirement the staff and management gave him a television set.

OBITUARY

Mr. Tom Evans, personnel records officer at 35 Maintenance Unit, R.A.F., Heywood, Lancs, died recently. Amongst his other interests, Mr. Evans, who was 55 years old, was social secretary of Heywood Old Peoples' Welfare Society.

Well Trained Managers Are Today a Top National Priority

We should not be ashamed of learning from the Americans, says the author, JOHN WELLENS.

British industry must act on the assumption that men can be made into good managers. This, however, is a concept which goes beyond mere training.

IT is only in comparatively recent times that industrial management has become an occupation in which a gentleman might reasonably employ his talents. In Victorian times, although a man could with honour derive his income from industrial dividends, to be employed in industry or commerce was to bear the stigma of being "in trade" and aristocratic mothers of marriageable daughters would look askance at him. These were days when aspiring men entered the learned professions, the Foreign Service, the Colonial Service, the Civil Service, the Church and the Fighting Services. Not without reason either: was not the industrial revolution carried out largely by men innocent of education and book learning?

How different today! A survey which covered 170 of the 190 public schools disclosed the fact that the average proportion entering industry and commerce from these schools in 1956 was a little over 51 per cent. Just as the nineteenth century was the heyday of Empire so, in the twentieth, industrial production has become the keynote to survival. Industry has graduated to respectability, not through choice but necessity.

A different pattern obtained in the United States. Without an Empire to provide for, with a very small standing army and with, at that time, no cultural life demanding the services of artists, writers and musicians, the Americans were able to recruit into business able and educated men from all walks of life. This explains why the study of management and training for management is so well developed in the States in comparison with this country.

In other fields of industrial training, though their techniques are interesting, we do not suffer by comparison with them. It is to the Continent that we must turn for modern ideas on craft training. In one field, that of training the scientist and technologist, changes which the Americans are proposing to adopt in their system indicate that they are moving towards our pattern. **But they lead in training for management and we should not be ashamed to learn from them.**

The biggest difference is one of attitude. In the States, management training means training all managers—top management, middle management, lower management, as well as new entrants. In this country it tends to mean training raw beginners. Our thinking is dominated by the idea of the "management trainee", usually drawn into industry in his early twenties, who receives a once-for-all training of a couple of years. American practice is dominated by the idea of improving management *at all levels* as a continuous process. It is as though we think that training is all very well for boys but doesn't apply to men.

The American General Electric Company maintains an Advanced Management Centre which runs four 13-week courses per year exclusively for its own top management. Eighty men attend each course and the ages range from 35 to 60, the average being 45. This is only one part of their effort in management training.

I know of no British company which tackles the job in this way. Our most successful venture in management training is the Administrative Staff College at Henley. It is interesting that the average age of those attending this course is slightly less than 40. No two men on the course come from the same company and the students are all men in lower and middle management ripe for promotion.

Compare the confident approach of the Americans with our own hesitant attitude. In *The Times* on November 14, 1952, an article on management training was headed "Can Management be Taught?".

Merely to ask this question is to betray our attitude.

This was not an isolated instance. In the *Economist* of December 17, 1955, an article appeared under the title "What Makes a Manager—Are They Born or Made?". You might ask the same questions about teachers—or plumbers.

Born or Made

The first step, therefore, is to see straight on this issue. Whether managers are born or made, though a nice academic point, is immaterial. **Our need for managers is so great and will be so immensely greater, that unless we**

assume they can be taught and get on with the job we might just as well, as a nation, shut up shop.

A second step follows: to see how the courses in management studies fit into the general pattern of manager development. I assume that what we are aiming at is an all-round increase in the standard of management. The courses in management studies are only a small part of this over-all pattern—not the whole of it as many people assume.

A course of study will never turn a man into a manager. Who but a nincompoop would expect it to? The function of a course in management studies is to bring a man to the best and earliest awareness of the knowledge and principles of the profession of management as they exist at that time, to give him some background against which to assess his experience and to give him some working knowledge of such concepts as measurement, as they apply to management. To acquire this knowledge is no guarantee that a man will be able to apply it, but if he does not get this knowledge formally in this way he will acquire it incompletely and too late, if at all.

If management study courses are only a part, what is the whole? The whole is management development, which is a philosophy (or system of thought) rather than a technique. Management Development sees management as a whole, how it can be improved and how its separate functions bear on each other. It examines the structure of management and forecasts trends in structure. It assesses the number of people to be trained and what they are to be trained for; and it lays down the method of training. Equally important, it assesses the progress of those under training.

So much for theoretical issues: let us look at more practical matters. I wish to address myself to those who would like to have a go and do not know how to start. I am not concerned with the successful exponents of management training.

First, don't be afraid to set down your management structure. Use a large sheet of paper, the bigger the better. Show the various departments and where all the men, from foremen upwards, stand in relation to one another. Mark your key men in red. Consider each key man in turn and ask yourself what you would do if this man died overnight. Ask yourself if this is the sort of job you could fill from outside. In this way consider all the key posts. Next, try to forecast what the chart will look like in five years' time. Some men will have retired: put a blue ring round them and consider what you are doing for their eventual replacement. Some department may be expanding. Are you preparing to meet the demand for additional key men? By this time you will have earmarked some men for possible promotion—ring them with green.

You have now completed the first essential step. If this fails to persuade you that something ought to be done, nobody will convince you. This first step takes some effort but don't be overawed by it for, once done, the chart is easy to keep up to date.

Fit Prospects to Jobs

Now consider the men ringed with green. What sort of men are they? What are their qualifications? What experience have they collected? In what way do they fall short for the jobs you have in mind for them? What about the jobs for which you are preparing them? What qualities, qualifications and experience does each job call for? How do you expect the jobs to change in the future? The answers you give to these questions will help you to determine what further training each man needs.

One of our most successful ventures in management training is the Administrative Staff College, Henley.

Avoid the temptation of building jobs round men just because they have special abilities. Have in mind what each job entails and think of it as a special job in its own right and try to make the best fit with the men at your disposal.

Get to know these men well, show an interest in them. Tell each man what you have in mind for him, making it quite clear that you have picked him out for further training but that, at this stage, you are making no promise of promotion.

One particular class of men may give you difficulty. These are the specialists—the accountant, the personnel manager, the research worker. The question arises how to provide for the promotion of such men, but it may be some consolation to you to know that this is the great unsolved problem of industrial employment whether it be in Britain, America or China.

What about the actual training? Think in terms of individual people and their needs and not in terms of a system. Discuss the training with each man and put the emphasis on a man's self-development. Map out what you require him to learn and tell him that the major effort must come from himself. You may decide that a man may have to attend some course or other. Make sure that you select the right course and that it comes at the correct stage in the man's progress.

Don't expect a man to learn a job by watching someone else do it. Much management training involves getting experience in various departments in rotation. But it should be experience derived from doing and not from watching. Face your man with a challenge. If you move a man to a department to gain experience in it, discuss the matter with the manager of that department. It should be the aim of the latter to get the trainee to manage the department on his own in a very short time.

There is a device or trick which is useful in this connection: it is the technique of "thinking aloud". The essence of the technique is that the teacher speaks his thoughts and thus admits the learner into his mind. In this way a manager would explain what work he expected to accomplish that day, what the difficulties were, how he hoped to tackle each matter and where he expected to get help and advice from if these were needed. He would explain how he dealt with each item of his correspondence and what methods he used to arrive at the solutions of

Training Managers *(cont.)*

his problems. This technique calls for a certain gift of self-expression but, given good will, most managers can make a tolerable shot at it. It bears no relationship to the practice of allowing a trainee to watch a manager working in silence.

Running committees, leading project teams and representing the firm on outside bodies all have training value for the potential manager but not if you just put the trainee on to this job and then forget all about him. If you wish to give a man experience by making him chairman of a particular committee, discuss with him how you expect the committee to function and tell him what contribution it can make to the firm's welfare. Discuss the agenda with him before each meeting and take the trouble to find out how the meeting turned out. Check that resolutions are being converted into action and show him the various ways in which this can be done.

All this takes time, patience and some imagination: it illustrates two important facts. Sound management training uses the whole management situation as a medium of training and is inextricably enmeshed with it. Too often management trainees are cut off from the real management situation. The second fact of importance is that, using these techniques, the small firms can undertake management training just as effectively as the large ones and they need not be overawed by it. The greatest need, perhaps, is for managers to accept the necessity for management training, that they should think in terms of improving management as a whole and that they should be prepared to allocate time to it.

Summary of Main Points

1. We should be ready to learn from everyone and anyone.
2. We should think of management development (a philosophy) not just of management training (a technique).
3. Tailor the man to the job; don't create jobs for men.
4. Put the emphasis on the individual not the system.
5. Don't set up a training structure and then forget all about it. Check that it is bearing fruit in action.

The Art of Dealing with Hidden Agenda

There are always two agendas whenever a committee meets. One is printed for all to see. The other is invisible and is in theory non-existent. But much skill is needed to deal with it.

IN the March issue we were discussing the need for good committees and, particularly, the need for a good chairman in a committee. We were saying that this chairman had to help his committee to function effectively at *two* levels at once—the surface level and the level under the surface where motives and attitudes interact and where undercurrents and cross currents of feeling continuously ebb and flow.

These emotional undercurrents are not usually suitable for too direct an outward expression. Not long ago, for example, a managing director of a group of factories called his managers from different parts of Great Britain to a meeting to discuss supervisory training. He first explained why he thought the supervisors of his company would benefit from such training and then outlined two possible times for the seminars to take place. The alternatives suggested were one evening each week after work for two hours or on Saturday mornings.

All the managers said they liked the idea of supervisory training and the chairman seemed to be getting his way very smoothly when difficulties began to arise. No one seemed to be able to agree on the time of meeting. Finally the meeting broke up without settling anything. The managers were all to go back to their factories and find out what times would suit their supervisors.

This meeting was an example of the "hidden" agenda hindering progress on the surface level. Many of the managers had feelings of uncertainty or distrust for the scheme which they did not feel free to disclose. One manager felt the whole scheme was aimed at *his* supervisors and felt, therefore, it was an indirect criticism of his own efficiency. Another manager had a lot of older supervisors in his factory and he felt pretty sure they would not welcome the scheme. One manager felt they should have been given more than two alternative times to choose from and another one—young and newly appointed—was keen to show the managing director that *he* was progressive and would support any new scheme. Surface decisions were held up by these varying under-the-surface feelings and no progress was made.

A good chairman recognises that *both* agendas are present in any meeting and he helps the group to work on both simultaneously. It is no use pretending that the hidden agenda does not exist, for unless it, too, has some means of expression it will hamper or disrupt the work of the committee. If the committee runs into trouble on its surface task the hidden feelings are more likely to come into play and cause more trouble still.

I was present at one committee as it approached the end of a long and stormy day. Slow progress, through a proposed new constitution, had been made. People were tired; tempers were frayed. Mr. Y. was to speak. Someone at the back of the room called out "I can't hear." The chairman said "I'm sorry, Mr. Y. is not speaking very

clearly". Mr. Y. replied "I would ask Madam Chairman's indulgence, if she's got any. She hasn't shown much today".

If underlying feelings are going to take on like this it is clear that a skilful chairman will be well advised to understand what they are and where they lie. We can give existing or prospective chairmen a few hints which may help them to know what sort of feelings are likely to be there. One member of the group, for example—or the chairman—may have brought along a ready-made solution. The member will be looking for a suitable opportunity to slip his solution into the group—and so will be pre-occupied and not very helpful to the rest of the group. Another member may be shadowed by invisible companions. He comes to the group not as a representative but as a delegate—someone who is bound by the views of the people who sent him and who may not deviate from his briefing. If the committee appears to be going away from this he will become worried and may behave in strange or obstructive ways. Conversely the committee may appear to be heading towards a decision which will weaken the position or work of one of its members—when he will become anxious without probably feeling he can say anything openly.

Dominating People

Then again, individual members will clash with each other because their personalities and needs are different. One or two members will be seeking to dominate the committee (watch for them jockeying for positions at the first few meetings of a new committee!); others feel happier when they are following a strong lead and do not like having to make decisions on their own. The dominating members may be trying to usurp the leadership position from the chairman and so may challenge him, not on a legitimate point of logical difference, but on a point which will damage his authority in the eyes of the rest of the group.

The leader himself may have hidden axes which he is hoping to grind. Often he has thought more about the subject than anyone else and may, therefore, be seeking to impose his way of doing something on the committee. He may wish to maintain his dominating rôle all the time, when someone else might be more fitted to take over, or he may feel uncertain about being in the position of authority.

Finally, the chairman must recognise that groups soon develop a "personality" of their own. When we feel we *are* a group we have a strong desire to survive and remain as a group together. A group under attack will move closer together, for example, and if many members absent themselves from the meetings the other members will feel the group has been slighted and the morale of the group will be lowered. We all know, too, how new members joining a group often experience difficulties and how their presence may upset the group until they have become absorbed into it.

If the chairman knows that these, or other feelings, will be present, though not expressed, he can help the group to work them out. **Often he is wise to allow an apparently off-the-point discussion to take place at the surface level, instead of immediately calling the meeting to order, if he judges that matters on the "hidden agenda" are, in fact, being worked out in this way.**

What Do You Say?

Committees abound in a free society, but as Discussion Leader points out, they often become petty dictatorships or their usefulness is spiked by hidden feuds and prejudices. Readers are asked if they have any ideas on how to make committees more effective or if they have anything to add on why many do no useful job at all. A guinea is paid for each letter published.

A tutor had, for example, just described to a group of students how they were to conduct some practice interviews on the next day. He explained the purpose of the interviewing was to gather as much information about the personality of the interviewee as possible; he showed them the forms which were to be used and the way the exercise would be conducted. At the end one of the students said "Yes, but what is the purpose of this interviewing?".

Various other members took his point up and spent much time in discussing how the interview could be made more realistic. The question of the first student and the anxious tone of the discussion gave the tutor the clue that hidden doubts and difficulties were being worked out in this way. The students were obviously worried about the whole exercise and afraid they might do the interviews badly or look foolish in doing them.

Later, after the interviews had been successfully accomplished, he asked the students to look back on the discussion and hazarded a guess about what some of the hidden feelings of foreboding had been. Some of them threw further light on their feelings at the time and one man said he had been experiencing *all* the feelings described!

Again, the chairman can make remarks like ". . . there are bound to be differences of feeling on this point, can we bring them out into the open?", or "Let's go round the table and see how individual committee members feel about this point. Perhaps they can also tell us how the people they represent are likely to view it".

As we saw in the March issue, it is often difficult for one leader to keep the group on its surface task and fulfil this 'social' rôle of keeping the group functioning well too. Often, therefore, some of these rôles can be shared with the group. Sociologists have analysed these functions in various ways.

The "problem solving" functions are, for example, asking questions, contributing ideas or information, reviewing or summarising what has been decided so far, and supplying drive or a sense of progress.

Remarks which help the group to function smoothly are conciliating or compromising remarks: for example, "Let us see if you two are quite so far apart as you think you are"; encouraging remarks or remarks which show the member has been really understood, remarks which give expression to agreement or friendliness.

Remarks which split the committee are those which show antagonism or disagreement in an unfriendly way (there must be much disagreement in a healthy committee but it should be shown in a constructive way) or remarks which snub or ignore the contribution of another member. As we saw last time, all members of a committee can help it to function effectively by the way they share these functions with the chairman.

I have had a letter suggesting that knowing how to put one's point effectively to a committee is one of the most important aspects for a manager to master. I will deal with this next month and go further into the art of effective speaking then. Letters on this important subject would be welcome!

Discussion Leader

What the Law Means by a 'Safe System of Work'

An employer must ensure that each worker can do his job without injury to himself.

LAST month I discussed the first of the three duties owed by an employer to his employees under the common law: namely, the duty to take reasonable care to provide competent staff. As I stressed in that article the common law liabilities (as opposed to the statutory ones) are important either where the Factories Act does not apply, or where it applies but in a more limited way than the common law.

The duty to take reasonable care to provide a safe system of work is, however, peculiarly a common law one since Parliament has made little attempt to extend the realm of safety legislation beyond covering the actual premises, machinery and materials themselves.' In fact, with minor exceptions, there is no such general coverage of statute law regulating the way in which these things are to be used, i.e., the "system" of work.

This may be due to the difficulty of defining what is meant by a "safe system of work", although this phrase is used frequently in and out of court as if it had a precise meaning. It is, of course, easier to say what it does not mean. Firstly, "safe system" can be distinguished from the duty to provide competent staff. **Under "safe system" the employer must take reasonable care to ensure that each worker knows or is taught sufficient about his own job to enable him to carry it out safely without injury to himself.**

The duty to provide competent staff, on the other hand, is an obligation to take reasonable care that each man can carry out his own job without injury to *other men*.

To give some idea of what *is* within the meaning of "safe system", however, I give a brief list of what most legal writers agree to be included; the physical layout of the job, the sequence of operations, the giving of special instructions, giving warnings or making rules.

Probably the most important of these headings is the duty to give special instructions, where necessary, which the common law recognises as being higher in the case of young persons than of adults. It is here that Parliament has made practically its only incursion into this branch of the law by providing, in the Factories Act 1937, section 18, that, where a machine is prescribed as dangerous for young persons, no young person may be employed to work it unless he has been fully instructed as to the dangers and precautions to be taken and has either sufficient training or is supervised by an experienced person.

Points of Law—9
PERSONNEL MANAGERS' CASEBOOK

This provision is typical of the way in which the common law is replaced by statute law and also helps to emphasise that a common law liability is usually quite different from a statutory one. Under this provision, as in most of those in the Factories Act, the employer's liability is absolute, that is to say he must comply with the letter of the law or be liable to prosecution and a fine. Under the common law, however, the employer's liability is qualified; that is to say, he is under a duty to take only reasonable care to provide a safe system of work.

An example of the way in which the Court will approach this question of "reasonableness" is given by the recent case of Woods v. Durable Suites Limited, which was reported in 1953.

Woods was employed by Durable Suites Ltd. in their veneer department doing a job which involved the use of synthetic glue. In this class of work there is a considerable risk of contracting dermatitis due to the glue getting on the hands and, to prevent this, the firm provided gloves, barrier cream and washing facilities. Woods was made aware of the danger and the precautions to be taken, and a Government notice was posted giving a further explanation and warning.

For some time before Woods joined the firm, Durable Suites Ltd. had employed a foreman who was most particular about such precautions but shortly before Woods was taken on the foreman had been transferred. Woods contracted dermatitis due to getting glue on his hands and brought this action against Durable Suites Ltd. alleging that his injury was due to their failure to provide a safe system of work and asking for damages.

The judge found that the standard of supervision had, in fact, deteriorated after the foreman's transfer, but nevertheless he held the firm not liable. On appeal, Woods's counsel argued that, because the firm had allowed the standard of supervision to go down, they *were* liable.

All three appeal judges held that the firm had taken all reasonable precautions to reduce the risk of dermatitis and that to insist on the firm supervising their employees in taking all the precautions provided was more than was reasonable. The court said that the duty to supervise would be greater in the case of young people or trainees, or if the firm had known that the precautions were being neglected. The Court contrasted this case with a similar case, in which the employers were held liable, where the foreman had stated in the box that he did not believe in any of the remedies provided against dermatitis, where the barrier cream was available only on application to the store, and where the washing facilities were inadequate.

The best guide as to what is "reasonable" is not what you, the employer, think, nor what your workmen think, but what an independent third party would say was fair having regard to both sides.

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These Practical Steps Will Secure Your Payroll and Plant

Banks and Police will gladly co-operate, if you ask them.

BY A SAFETY OFFICER

RECENT months have seen a startling increase in the number of attacks on employees entrusted with the collection of cash from banks for payment of wages and its delivery to their employers' premises. The attacks have, in at least one instance, resulted in the death of an employee and are almost always of a violent nature so that, besides the actual loss of cash, the employer is naturally concerned for the physical well-being of his employees.

When one considers the number of weekly trips to and from the bank made for this purpose in the whole country (the figure must run into the hundreds of thousands) the percentage of attempted robberies of this kind must be infinitesimal. Have you, for example, ever seen a pay snatch? One might argue, of course, that very few of us have seen an aircraft crash but we are made painfully aware of their existence because on the rare occasions that one occurs it makes the headlines; it has considerable impact.

Similarly, pay-roll thefts appear to capture the imagination. The quick blow, the rush to the stolen car, the rapid getaway, are all calculated to stir the emotions and quicken the pulse. Unless it is our wages which have been stolen or our head broken.

The wonder is that the number of these robberies is still proportionately small. It is difficult to think of like circumstances where large quantities of easily negotiable cash can be had for the mere thump on the head—no locks to pick, no safes to blow and no difficulty in disposing of the loot. It therefore behoves us all to make these attempts highly unprofitable and as painful as possible to those responsible for them.

Because of its simplicity the most obvious countermove of all is rarely considered and seldom implemented; that is, to pay as many employees as possible by cheque, a system which has much to commend it besides the assistance it gives in ensuring that your cashier's head remains in one piece. It has been said that there are certain difficulties in the way when workers' pay fluctuates because of bonus or piecework rates, but these difficulties are more apparent than real. When pay schedules are made up envelopes must be written out or machined and notes and coins counted into them. If the balance is out when the last envelope is filled, at least those in the incorrect block must be emptied and checked. Cheques could be printed or written and signed at least as quickly.

All staff employees should be paid by this means. The chief obstacle to be encountered in the extension of a scheme of this kind to payroll people would possibly be employee resistance and also opposition from the banks, who might view with dismay the descent on each branch of hundreds of extra customers all requiring cash to stave off the demands of the rent man.

Having reduced the amount of cash to be collected to the absolute minimum, what is the next step? If possible, stagger the collection time from the bank. This is not as easy as would at first appear. Many banks require that outsize withdrawals be made outside normal counter hours and, if your safe is of the popular tin can variety, overnight retention of large sums inside its vulnerable walls is an invitation which may readily be accepted.

This means that withdrawals are often limited to about one hour before 10 a.m. on the actual payday. If the cash has to be checked and the amount is sizeable, then the time of leaving the bank will be roughly the same each week. I have found that the bank will readily agree to the check taking place on the previous afternoon, after which the bags containing the payroll are sealed and placed in the bank vaults overnight. Collection time can then be varied to some extent on the following morning.

There should also be variation of the route from bank to factory. Work out every possible permutation of reasonable routes — too long a detour can defeat its own purpose — and make a random selection each week. Don't follow a set routine (route A—1st week, route B — 2nd week, route C — 3rd week, route D — 4th week, then back to A again).

If you have particularly heavy withdrawals on a specific week notify the police, giving precise details of bank, time and registration number of car

This "Guard-All" payroll case by Security Products Manufacturing Company comes in a number of sizes, the smallest holding £2,000 in single notes. It has an inner lining of very strong metal and, if snatched, emits a piercing siren that can be heard for 250 yards above normal street noises.

you will be using. They will cheerfully co-operate.

Probably the best safeguard of all is a steel box welded to the boot of car which can be locked after cash has been placed inside, the boot then being secured in turn. Two sets of keys are used, one set being kept at the bank and one in cashier's office. *They should never be carried in car or on the person of any passenger travelling in it.* This should be coupled with an engine immobilising device, and if car is rammed or otherwise halted the bandits are faced with an array of problems likely to defeat the most determined. Your local police can help with the details of this scheme, also.

You will notice that I have left the moments of optimum danger until last. Presumably your car will drive into the works. What to do about the short distance between bank doorway and car? Variation in time has already been mentioned, and I suggest that the car should be driven as close as possible to bank doors. Obvious — yet how often does one see cars used for this purpose parked in a side road or parking space near to bank so that the walk is considerable.

Parking difficulties can be overcome in congested areas or where there is a bus-stop or restrictions in this way. The driver should drop the employees (at least two in number) who are to collect payroll as near to bank as possible, and park car. He should then enter bank, remain there until cash is ready, then collect car and bring it as close as possible to bank door. He should go into bank, escort employees and cash to car, attend to stowing it in boot if steel-box method is used, and drive away on pre-determined route. **It is most important that escorts do not walk on each side of person actually carrying the cash. They must remain a few feet in the rear, alert and ready for action if an emergency develops.**

Certain additional precautions can be added. A type of bag can be purchased which, when snatched, emits an ear-splitting whine which lasts for some time and can be heard over a wide area. I was impressed by this idea when it was first brought to my notice, but, only a few days later, a successful snatch was operated by bandits who made their escape, bag, whine and all. Still, it has its possibilities.

To chain or not to chain? Where a bag is chained to a cashier's wrist or to a belt passed round his body, the possibility of a clean snatch is eliminated. But we must consider that, by the very nature of the crime, in all robberies of this type those concerned have put in a good deal of preparatory work. They have studied times and methods and, if they know the bag is habitually chained, then they will make arrangements to deal with this factor which may mean that the unfortunate cashier will possibly be subjected to even greater physical violence. It appears to be a matter of conscience.

To summarise then, the following things should be done:—

1. As many employees as possible should be paid by cheque.
2. The time of collection of payroll should be varied.
3. Vehicle used should be drawn up as near to bank as possible.
4. The cashier should not leave bank until vehicle is in this position and driver is in attendance.
5. Cash should be locked in steel box welded inside boot. It should be possible to immobilise vehicle. Return route should be varied.
6. The local police should be fully aware of your arrangements.

Any employer who carries out these suggestions can virtually say goodbye to pay-snatch worries. But, because we are the sort of people who say "It can't happen to me," probably most of you won't.

And then the payroll to be snatched next week may be yours. And the cashier lying in hospital may be yours, too.

Measures for Internal Security

LET us now examine security arrangements in the factory itself. The more cynical amongst our preservers of law and order have been known to say that a great many factory occupiers virtually hang the keys of the safe near the clocking point so that intruders may be saved time and trouble. It is true that quite often little attention is paid to ensuring that that which is the owner's remains his.

Bad feeling can readily be engendered by clumsy security methods, and steps should be taken to ensure that all employees are aware of security procedure, and that they are constantly reminded of it. It is not a bad idea to remember that workmen are not unobservant and that many of them rapidly become aware of the fact if something leaves the factory in the boot of an executive's car. Enlargement on this is not necessary except to say that it is dangerous as well as

This burglar-alarm apparatus by Rely-a-Bell, of 54 Wilson Street, London, E.C.2, is an automatic 999 device which sends out an alarm call giving the name and address of the premises being broken into. After five minutes bells and/or floodlighting come into operation, and any attempt to interfere with the circuit brings these into operation at once. Watchman security can also be checked from this unit.

reprehensible to seek to inflict on workmen a moral code that is not observed throughout the organisation.

Unfortunately, other factors in addition to the actual value of goods stolen can add their quota to the total loss. An example is a case only a few years ago when phosphor bronze shafts of a particular design, used to drive a feed on an essential part of a process, formed part of some £750 worth of metal spares stolen via a previously prepared opening in a six-foot fence. Immediate arrangements were made for new shafts to be turned, but before they arrived a failure of one of the shafts in use led to a considerable production loss. The first essential on a dispersed site is a good unclimbable surround fence which should be regularly inspected and maintained.

Now a word about keys. It is a very human failing to slip keys into a pocket and then forget about them. If this were not so, hotels would be saved the fairly considerable expense incurred in providing those enormous metal tags to remind the departing guest that the hotels keys are still in his pocket.

The keyboard should be inspected after cease-work each day, and particular attention paid to the security check on each building the keys of which are missing. Subsequent action against the offending keyholder should be as salutary as the state of the labour

(*continued on page* 44)

What's going on in

CATERING TODAY

By LESLIE BANHAM

AN INFORMATION AND ADVICE BUREAU FOR CANTEEN MANAGERS

Plastic Makes Perfect

WITH spring in the air and spring-cleaning in the works occupying management's thoughts, it looks as if your canteen will be getting its share of the freshening treatment. A new coat of paint, and perhaps, if you are really ambitious, bright table tops and a contemporary design for the chairs — and how about new curtains to set off the decor? Your ambition won't be running away with your sense of proportion if you think in terms of plastic curtaining.

First consideration, of course, is cost; and this compares most favourably with that of fabric: translucent — 2s. 3d., single print — 2s. 11d., multi-print — 3s. 3d. a sq. yd., are the retail prices quoted by one manufacturer.

The advantages are impressive: plastics do not fade, do not shrink, they are waterproof, greaseproof, moth-proof and rotproof, and at no extra charge they can be fireproofed. Unlike fabric curtains they do not retain cooking smells, and, incidentally, there is none of that peculiar plastic smell they used to have in the early days.

Their wearing quality has improved, too. Good quality plastic curtaining should last you several years, depending, of course, on its use and abuse. It doesn't need laundering or ironing, just a quick, simple sponging down with warm, soapy water. Rinse it with clear water and then just let it dry.

P.V.C. curtaining is probably the best kind for the canteen. On top of the qualities listed above, it drapes well and is easily made up into curtains on an ordinary sewing machine, provided a large stitch is used (ten to the inch). It won't fray so no bottom hem is needed.

There is an astonishingly wide range of colours and designs in contemporary and traditional patterns, and you can choose between opaques and translucents. I personally would go for the simple, bold effect in design. After all, the chief object is to give your employees an atmosphere which is a complete and welcome change from the office or factory.

★

Pleasing the Eye

THERE is an old saying that food should "please the eye, please the tongue and please the stomach". A conscientious cook will see that all three conditions are fulfilled in the cooking and presentation, but there is another way in which the canteen manager can sell a dish to customers before they reach the counter. An attractive menu board in the canteen is a great asset: it not only introduces the meal, it stimulates interest in the food served at the counter.

By "attractive" I do *not* mean the bald, abbreviated announcement like "meat pud, pots and peas", which in no time at all can turn your canteen into a mere feeding machine. I mean the menu which has been compiled by someone who is publicity-conscious — someone who raises vegetables from mere "cabbage" to "buttered spring cabbage", from "peas" to "fresh garden peas".

You know your queue will be hungry when the lunch whistle blows, so why not make their mouths water with appropriate adjectives like "crisp, fresh, new, iced, cold, young"? Chicken sounds far superior when called "Surrey Chicken", and one readily and hungrily associates the best ducks with Aylesbury, turkey with Norfolk, ham with York, and so on. Don't exaggerate; just make the food sound as good as it looks and tastes.

An attractive menu can create as favourable an impression as pleasant décor, and it can be attractively set in any of the menu boards now on the market. These range from the simple kind of board with bold, contrasting lettering which slides into slots, to the "gimmick" type of electrically-lighted sign board, or where the words are spelt out in metal letters clinging to a magnetised board.

Where you use gimmicks to boost your canteen salesmanship, take care not to overdo them. But you can't go wrong if you attract the "floating eater" with additional menus in the reception hall or changing rooms. Another custom-winning medium is the tea trolley during the morning break. With menu card holders fitted conspicuously to the top of the trolley you can give employees a foretaste of what's in store.

★

Wizardry in Cans

I WAS talking to a canteen supervisor the other week, who had a new kind of culinary wizardry to boast of. She had developed a method of preparing fresh pears and stewing them so that they tasted "exactly like tinned ones". A fascinating idea, this; and rather refreshing in view of the complaints one hears from housewives and diners alike, that canned foods are a poor second best to fresh meat, fruit and vegetables.

For the canteen manager, however, there is no room for partisanship. Canned food is a life-saver at those harassed times of planning the week's menus, especially during the winter months. Green peas may not be in season, but peas the hungry worker shall have if he fancies them — at the twist of a can-opener. A few more

(*continued on page* 46)

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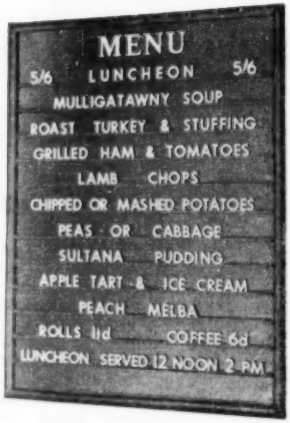

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MASTER THAT GARDEN

SO easy to handle that even a female worker can manipulate it, and so versatile in its application, the *Gardenmaster 34* is the ideal machine for

getting the factory garden back into shape after the ravages of last winter. Designed by experts especially for the amateur gardener, cultivating up to ¾ acre, and for those factories with small areas of laid-out garden, the machine is in essence a mobile power unit for use with a variety of attachments (it is, in fact, a smaller version of the makers' Gardenmaster 80). Its compactness and light (32 lb.) weight add to its attraction as a one-man, multi-purpose gardening aid.

For digging, powerful rotating blades break up the earth at a speed controlled by the throttle lever. It will dig to a depth of six inches or more, and a wide strip can be prepared simply by swinging the digging head from side to side. Turn the head over and work backwards at a shallow depth to erase the footmarks, and you have your seed bed prepared. The machine will hoe between narrow rows of crops at a normal walking pace and the spin weeder attachment will destroy surface weeds and aerate beds and borders. Another optional attachment is the hedge trimmer, coupled to 10 ft. of flexible drive. The same driving cable can be used with a number of small power tools. A rotary mower attachment converts the unit into a 14-in. lawn mower, and a grass box is included.

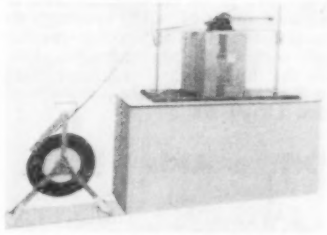
The power unit is a 34 c.c. petrol-driven motor designed for extremely low running and maintenance cost. The engine is fitted with a hand starter, and the unit is controlled by throttle; there is no changing of gears or clutch to operate. Attachments are fitted by means of a simple locking device needing no tools for fixing.

Price of basic machine, complete with tool head, blades for digging, hoeing and weeding, is £37 10s. Distribution covers the country.

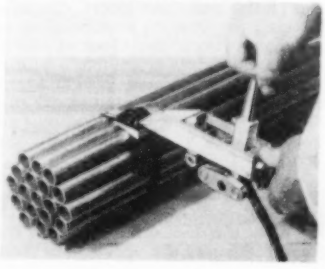
Landmaster Ltd., Hucknall, Nottingham.

PACKAGING MADE SIMPLE

TWO new packaging aids are this jig, known as the "CS" Suspension Unit, and the GPT-SD tensioning tool. The first has been designed to support the pressure exerted by the operator when using the strapping machine, thereby avoiding the partial collapse of the package as so often happens with the lighter type of parcel when an attempt is made to get a really tight and secure tension.



The CS suspension unit, and, below, the GPT-SD tensioning tool.

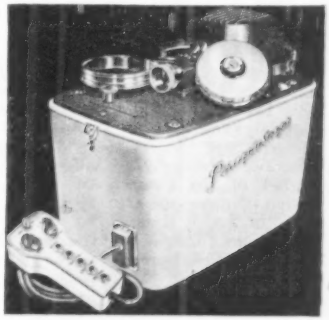


The tensioning tool can be used for securing rounded and irregular shapes, and is made in three sizes for ½ in., ¾ in. and ¾ in. strapping. It uses a sleeve-type seal and the strength of the joint is claimed to be over 90 per cent of the strapping on which it is made.

Packers Supply Co. Ltd., Agripta House, Burlington Road, New Malden, Surrey.

VERSATILE TRAINER

THIS *Perceptoscope*, an American invention being marketed on an agency basis in this country, is probably the most versatile and ingenious of visual aids yet developed. Basically, it is a film projector which, through a portable remote-control panel



handled by the lecturer or instructor, can be made to do any manner of things:

1. Use still projection for matter requiring extended viewing and discussion.
2. Use flash projection where there is a need to build up rapid and accurate perception.
3. Use motion pictures at various speeds, one to 24 frames per second, where motion is important in the instruction.
4. Stop the projection at any point for discussion or explanation.
5. Reverse the film at any point for review.
6. Use a back film to superimpose material on the front film and to time

the rate of projection of the front film.

7. Single-frame projection — unlimited dwell without burning, warping or change in focus.

The *Perceptoscope* forms part of a training programme which includes films and instruction manuals, now being sold by Perceptual Development Laboratories of St. Louis, Missouri. For further details readers should apply to: **Perceptoscope Division, College of Production Technology, Great Chart, Nr. Ashford, Kent.**

CLEAN, TOUGH STORAGE

ADDING to their range of bench assembly trays and storage bins, one firm have now produced this bin, the Kabi T.B. 250, which is moulded in Alkathene (I.C.I. polythene). This

material gives the bin rounded corners for easy cleaning, whilst still providing toughness and resilience. Other features claimed by the makers are its resistance to water and water vapours, chemical inertia and flexibility at low temperatures.

Available in two colours, green or translucent white, with or without index-card holder, the bin is not only ideal for engineering components and materials (and even for storing food in refrigerators), but its clean lines have won it a place in *Design Review*, the journal of the Council of Industrial Design. Dimensions are: 13 in. by 7 in. by 3¼ in. and it costs 7s. 9d.

Precision Components (Barnet) Ltd., 13 Byng Road, Barnet, Herts.

FOR EASY HANDLING

THE simple manœuvrability of this new pallet-handling truck, say the makers, will make it attractive to many users of pallets. Designed to take up to 4,500 lb., it is robustly designed with a welded steel frame suitably braced for maximum rigidity, and all rollers are

of wide tread, machined from solid steel bar, with alloy steel roller bearings. The main running rollers are in pairs, mounted on a slightly lower plane than the corner rollers, so that the bogie will pivot freely when required. For positioning it will rotate through 360 degrees.

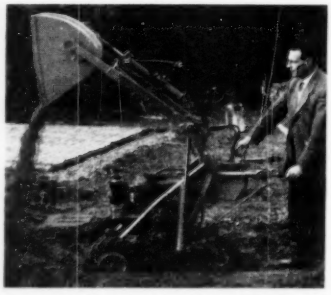
The bogie illustrated is designed for the more popular 40-in. sq., pallet size, but models for other sizes can be designed.

Powell & Co., Burry Port, Carms, South Wales.

REPLACES FOUR MEN

THIS unique mechanical shovel, the *Microloda*, is capable of doing the work of four men with wheelbarrows. Not only does it completely eliminate the actual hard work of shovelling but is self-propelled, and individual loads of up to 3½ cwt. can be quickly transported without physical effort to the desired place.

Despite its small dimensions, the Microloda is extremely robust, thanks to the careful choice of materials



employed in its construction and overdimensioning of all important structural parts. It is a precision-engineered job with shock-free operation achieved by the fluid flywheel transmission.

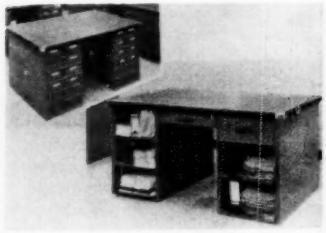
F. E. Weatherill Ltd., Welwyn Garden City, Herts.

Office Aids

SAVES SPACE, TIME, WORK

THIS new steel desk, say the makers, has been designed to save space and the clerk's time and effort. Clerks can have all the working material they need readily at hand. The front of the desk has a centre drawer complete with pin-tray and a right-hand drawer for personal belongings. The remainder of the space in the front is divided into compartments for housing books and documents in current use.

The back of the desk is in 24 compartments which house the trays of punched cards used by the ledger clerk sitting at the desk immediately in front. Swivel chairs are provided thereby



enabling a clerk to extract or replace a tray in the desk behind without leaving her seat.

The desks are 2 ft. 6 in. high and 2 ft. 10 in. deep and 5 ft. wide. They are finished in grey stove enamel with a linoleum top surface to resist abrasion caused by movement of the metal trays.

Norwood Steel Equipment Ltd., 149 Borough High Street, London, S.E.1.

LONG-LIFE CARBON

MAKING its first appearance in the United Kingdom is what the distributors describe as "a carbon sheet of unsurpassed beauty of appearance and unmatched hardness and density of coating". Advantages claimed for it are long life, superb impression, no curling or creasing, no dirtiness in handling, no smudging or bad manifolding. The carbon has been tested in this office and found to be quite outstanding. It is called Gold Script Supreme.

Ofrex Ltd., Ofrex House, Stephen Street, London, W.1.

STORE AND DISPLAY

BY the simple addition of a movable top, this plan chest can now also be used as a viewing table. By means of an angle support, the top can be raised or lowered as required, making it very

comfortable for close study of the documents contained in the chest. Originally made to specification for a City shipbroking firm, this piece of furniture is now available for general use.

Another idea by the same company is this reception unit for the small office.

The receptionist sits at an "action" desk, while her typewriter is supported by a platform at right-angles to the desk. The platform is actually part of the desk and folds (with the machine, of course) into the right-hand pedestal when not in use.

Panda Office Equipment Co. Ltd., 18 Buckingham Palace Road, London, S.W.1.

SINGLE-PROCESS ADDER

THIS adding machine is unique in that it combines the usual balancing register and an accumulating register capable of adding and subtracting in one unit. During any calculation, when totals are taken of the balancing register, these are fed (with a plus or minus) into the accumulating register automatically. It is thus possible to obtain a grand total of the totals that have been entered into the accumulating register.

To give an example. One can add the basic wage plus overtime plus bonuses in the normal balancing register, taking the total of this register to provide the gross wages. When this total is taken, the amount is transferred automatically on to the second register. Then it starts again on the deductions, for example, income tax, national health, staff pension, etc.; the total of these deductions is then taken so as to fill in the total deduction column of the wage sheet. By taking the total of the second register, the net wage figure is automatically obtained.

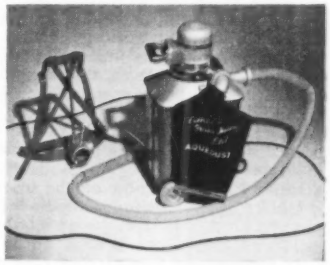
The machine, the Addo-X Class 500, is of Swedish design and has a modern, laminated grey finish. It has the normal 12-key simplified keyboard.

Bulmers Calculators Ltd., Empire House, St. Martins-le-Grand, London, E.C.1.

Good Housekeeping

THE "AQUEDUST"

THIS new industrial vacuum cleaner incorporates the following features: Picks up water; dry vacuum cleaner;



with motor unit detached and fitted with the bag, the machine becomes a portable cleaner; it can be used easily by female labour.

It is fitted with a universal motor, AC/DC, all voltages, the normal power being 450 watts.

Over-all dimensions are: Height

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26 in., maximum width of container 10½ in., maximum width over wheels 13 in. and depth 15 in. The total weight without cable or tools is 30 lb.

Cimex Fraser Tuson Ltd., Cray Avenue, Orpington, Kent.

Safety

FIREPROOFED BOARD

ONE of the biggest worries of works managers, who have been thinking in terms of fibre insulation board to adapt their ceiling and wall linings to the Thermal Insulation (Industrial Buildings) Act, is the fire risk attached to this material. With this in mind, one British timber preservative firm, Hickson's Timber Impregnation Co. (G.B.) Ltd., of Castleford, Yorks, has been conducting a series of experiments in fireproofing regular grade board. As a result *Pyrestos* is now on the market.

Unlike other fibreboard which is fireproofed on the surface, *Pyrestos* (which, incidentally, has put Britain ahead of Sweden and the United States in this field) is said to be thoroughly impregnated against fire. *Pyrestos* is not a specific make of board; it is standard fibreboard which has been pressure flameproofed with the new *Pyrolith* flame retardant.

Official experiments have been conducted at the Fire Research Station and, it is stated, though the treated board was exposed to rigorous tests, it failed to show any flame whatsoever. Its resistance, therefore, puts it into Class 1 of B.S. 476, section II, resistance to spread of flame.

The advantages of fibreboard are so well known that no repetition is needed. With the *Pyrolith* pressure treatment, additional advantages are that the board can be cut or broken without revealing untreated fibres, whilst all the other features are retained. Nor is fibreboard's cheapness greatly affected; the distributors say that the cost increase will, at most, be 3d. a foot over the price of untreated board.

C. V. Creffield & Co. Ltd., Leyborne Wharf, Horton Bridge Road, West Drayton, Middx.

More Fibreboard News

NEW leaflet (No. 7) in the series, "Information for the Handyman", issued by the Fibre Building Board Development Organisation, is entitled "Fibreboard for Flooring". It gives full guidance on how to choose and use fibre building boards for various flooring purposes — underlays, floor finishes, surrounds, etc. The simple instructions are illustrated with line drawings. Single copies can be obtained free, from **FIDOR, 47 Prince's Gate, London, S.W.7.**

CLASSIFIED ADVERTISEMENTS

FREE SERVICE to Management and Staff of Commercial and Industrial firms in LONDON AREA. Coin-in-slot automatic machines serving hot drinks, cigarettes, confectionery, etc. Your Company can, **entirely without cost** provide these attractive amenities by writing for details to: Mr. Harris, S.W.C. Ltd., 10 Bayston Road, N.16.

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We wish to inform readers that the advertisement on page 13, of the April issue was for Abix (Metal Industries) Ltd., and apologise for the fact that the name Abix was omitted from their advertisement.

Securing Plant and Payroll

(*continued from page 38*)

market (and the status of the individual) allows.

Burglar alarms should be fitted in factories where night watchmen are not employed, and your own maintenance people can fit improvised warning systems which operate when doors are opened by unauthorised persons. Main entrance gates should be double-locked, barred or bolted from the inside and padlocked. The inset door should be mortice locked and fitted with a short shackle padlock.

Where night watchmen are employed, telephone facilities must be available, and the patrol system backed up by a "tell-tale" clock which records that every part of the factory has, in fact, been visited at the required intervals during the night. Such patrol systems should be instituted wherever possible, for even the most conscientious workman can be subject to negligence or indifference in the small hours of the morning — when, as has been stressed on more than one occasion, human vitality is at its lowest ebb. If goods of particular value or having a ready market are stored, periodical ringing-on checks can be made by arrangement with local police.

As regards the pilferer in the works proper, one factory is as likely to have such a man or woman in its midst as another. The best remedy here is to reduce opportunity, hence temptation, and this can best be done by providing employees with lockers.

Quite often a pilferer is suspected or caught red-handed, and here it is useful to know the law on powers of arrest.

Power of Arrest

A works detective has no special powers by virtue of his position. But he is empowered to arrest:

(1) Any person who commits a treason, felony, or dangerous wounding in his presence. In these cases it is not only the right but the duty of a private person to make the arrest.

(2) Any person whom he reasonably suspects of having committed a treason, felony, or dangerous wounding. He must know that the crime has been committed before he can "reasonably" suspect anyone to have committed it. Further, he must reasonably suspect that the person has committed *that* crime, i.e., not just any crime.

There are certain other cases where the private person has power to arrest, but the law is involved and difficult to follow; for the special interest of works detectives, however, it is safe to say that these include embezzlement by an employee, and also an indictable offence committed by night. This would include theft, and housebreaking.

In any case where the detective has arrested someone he must take him before a justice as soon as possible. Alternatively it is sufficient to take him to the police station and give him in charge of a police officer.

Where the detective wrongfully arrests a person the employer will be liable in damages to that person, unless the employer can show that the detective was acting outside the scope of his employment. This is a somewhat technical distinction, but it is certainly not sufficient to show that the detective was acting in defiance of express orders, provided that what he did was the sort of thing he was employed to do.

Finally, make sure that every person likely to be involved is fully aware of his responsibilities in emergencies. It is surprising how many people hesitate and are lost when a knowledge of exactly the right thing to do could save valuable seconds and make life a little more difficult for those who seek to deprive us of our property.

Photograph by courtesy of The Staveley Iron & Chemical Co. Ltd., Staveley, Chesterfield.

THIS TOWEL NEVER GETS WET

NEW STEAM-HEATED HAND & FACE DRYER

High speed hygienic drying for hands, face, arms and hair ● Steam heated means instant heat ● Deals with 8 to 10 persons per minute ● Slashes towel costs ● Prevents spread of skin infection ● Operates from factories' own steam supply ● A self-contained unit—easy to install ● Robustly constructed for long trouble-free service

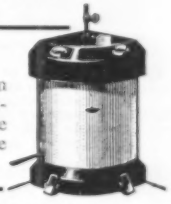
Air Towel
HAND & FACE DRYER
SPIRAL TUBE PRODUCT

Patent Application No. 30090/56.

★ *The Spiral Tube Air Towel has been awarded the Certificate of the Royal Institute of Public Health and Hygiene for Hygienic Merit.*

TWO MAN MODEL

A compact two man unit for corner mounting is available for the smaller factory where space is limited.



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THE SPIRAL TUBE COMPONENTS CO. LTD., OSMASTON PARK ROAD, DERBY **Telephone: DERBY 48761 (3 lines)**

LONDON WORKS: HONEYPOT LANE, STANMORE, MIDDLESEX Tel.: EDGware 4658/9

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*GIVES YOU POSITIVE, PRINTED PROOF THAT YOUR PREMISES ARE GUARDED **ALL** NIGHT*

By means of key-boxes sited at strategic points, all of which the night-watchman must visit in order to actuate the clock's mechanism, LLEWELLIN'S clocks provide a printed record of the time and regularity of the patrols in your building—all night—every night—the only sure method of preventing loss by fire or burglary.

LLEWELLIN'S

Watchmen's clocks

Write to-day for an estimate on your premises

LLEWELLIN'S MACHINE CO. LTD., KING SQUARE, BRISTOL **Tel.: 2-0891 & 2-0875**

Management Diary for June

BURTON MANOR (Burton in Wirral, Cheshire)
16-27 Supervisory management. Development course for foremen.

COLLEGE OF PRODUCTION TECHNOLOGY (Great Chart, Nr. Ashford, Kent)
Residential Courses
2-6 Foremanship.
9-13 Office methods.
16-20 Foremanship.
23-27 Office methods.
30-July 4 Office methods.
External courses
11-12 **Birmingham.** Budgetary control and cost accounting.
25-26 **Leeds.** Office methods.

INDUSTRIAL WELFARE SOCIETY
6-9 **Grand Hotel, Brighton.** Residential conference on welfare and employee services.
Courses and meetings at Robert Hyde House
3-5 Senior executives.
5 "New Thinking Luncheon" — World social problems, Britain's contribution. Speaker: Mr. G. E. Haynes, C.B.E., director, National Council of Social Service.
12 Manual lifting and handling.
30-July 2 Sandwich course on training techniques and methods.
Residential workshop
9-12 **Elvetham Hall, Fleet, Hants.** Student and technical apprenticeship.

INSTITUTE OF PERSONNEL MANAGEMENT
22-27 **Roffey Park.** Training officers. Joint course with BACIE and IWS.
27-29 **Cambridge.** Joint conference with Ministry of Labour.

NIFES
9-14 **Prestatyn Holiday Camp, North Wales.** Summer school for works and plant engineers, on the Clean Air Act and atmospheric pollution arising from combustion processes.

NATIONAL INSTITUTE OF INDUSTRIAL PSYCHOLOGY
2-6 Selection methods—part II.
9-13 Joint course in the use of statistics in personnel management.
16-20 Selection methods—part III.
23-27 Selection methods—part I.
30-July 2 Three-day course in staff reporting and merit rating.

SUNDRIDGE PARK (Bromley, Kent)
1-20 Measurements for management.
29-July 4 Sales management.

URCHFONT MANOR (Devizes, Wiltshire)
16-21 The human factor in the office.

Catering Today

(Continued from page 39)

twists and he can have asparagus, anchovies or even nectarines.

Hardly any food seems to be beyond the canners' ingenuity these days, and, used with discretion, every can you buy enriches the menu although, used indiscriminately, it can prove expensive. To help you keep within your budget while, at the same time, exploiting these products to the full, the Canned Foods Advisory Bureau in London gives regular demonstrations of the preparation of new dishes using canned foods. It also issues a monthly circular and although this is primarily intended for the domestic consumer its advice is just as valuable in the canteen. Applications to be placed on the mailing list for the circular should be addressed to the principal, Miss McNab, at 37 Baker Street, London, W.1.

Cans need to be stored in a cool, dry place. High temperatures will ultimately impair the flavour and colour of the contents, while dampness causes rust on the outside of the can; in time it will perforate the can and spoil the contents. Under good conditions it is normally possible to keep all canned foods for at least a year, except for canned hams over 2 lb. in weight, which should be used as soon as possible.

Cans of milk ought to be turned upside down once a month and, of course, used in order of purchase. Dating the cans helps to make sure that the old are used before the new.

Dented cans are not necessarily spoiled cans, and if there is no evidence of leakage the contents are usually quite sound.

"Blown" cans should be discarded whether this has been caused by bacteria or chemical action. It needs a laboratory test to discover the real reason, so all cases of blown cans *must* be regarded as suspect. *Above all, no attempt should be made to recover the contents by boiling.*

"Wheelers of Plaistow"

specialists in the manufacture of

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SHORT FULL-TIME MANAGEMENT COURSES
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For Production Planning and Control Executives.
No. 1. March 2, 1959 No. 2. June 15, 1959

Industrial Engineering (Work Study)—4 week courses
Concentrated practical courses for Executives.
No. 1. September 22, 1958 No. 2. January 5, 1959 No. 3. May 20, 1959

Industrial Relations and Work Study for Trade Unionists—4 week courses
For Trade Union Officials and Shop Stewards. Persons attending these courses may be sponsored either by Trade Unions or by Industrial Firms, usually in consultation with Trade Unions.
No. 1. October 20, 1958 No. 2. February 2, 1959 No. 3. April 6, 1959

Foremanship and Human Relations—2 week course
For Foreman and Potential Foreman.
No. 1. May 4, 1959

Business Administration (Technical Sales)—4 week course
For Technical Staff transfered to the Sales Side.
No. 1. November 17, 1958

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Also interesting, authoritative (non-examination) postal tuition in Personnel Management, Economics, Business Administration, Industrial Law, Statistics, Social Administration, etc.
Send today for free prospectus, mentioning exam. or subjects in which interested, to the Secretary, G1/85, Metropolitan College, St. Albans (or call at 30, Queen Victoria Street, London, E.C.4).
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96 ST. VINCENT STREET, GLASGOW, C.2 **CENTRAL 9291**
TANFIELD HOUSE, EDINBURGH, 4 **WAVERLEY 2525**

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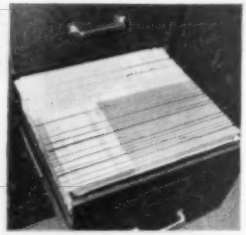
The new all-purpose masking tape from Industrial Tapes. Try it for yourself—we will gladly send a free sample roll. Please quote ref. P.M.303.

OFREX Fordigraph INDUSTRIA SPEEDFIX

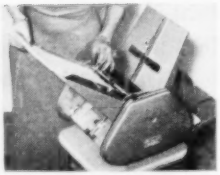


FOUND IN A FLASH

Ofrex Suspension Files come in sets of 25 all ready for use—in quarto or foolscap sizes. Flat top provides easy-to-see indexing. Details quote ref. P.M.218.

FASTER MAILING

The Fordigraph FASTFOLD brings automation to the dreary task of office folding. Anyone can use it—only one control. For full details quote ref. P.M.149.



Fordigraph FIX-A-STAMP

Saves hours of receipt stamping: makes an excellent post auxiliary. For details quote ref. P.M.146.

ATTENTION: THE C.S.M.

Not the Company Sergeant Major but—the Carton Sealing Machine—cheaper, faster than conventional sealing methods. Uses king-size staples (1½ in. wide, 1/10 in. broad, ¼ in. shank). Hand or pneumatically operated models. From Industrial Staplers. Details ref. P.M.528.

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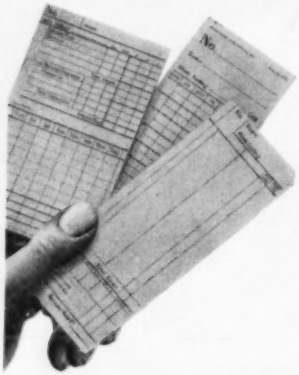

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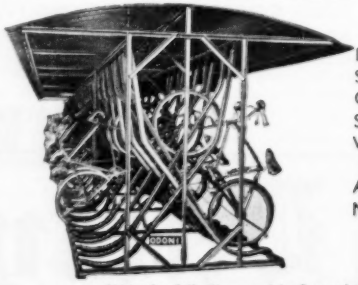

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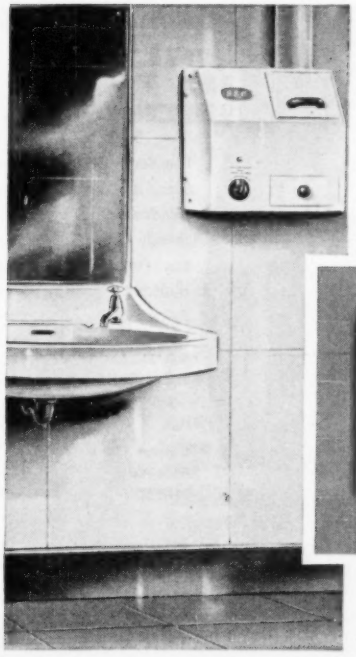

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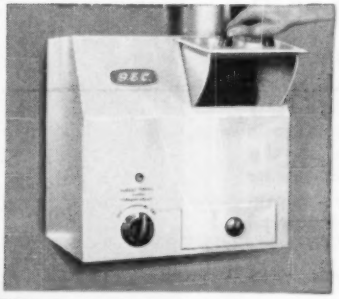

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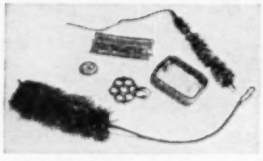

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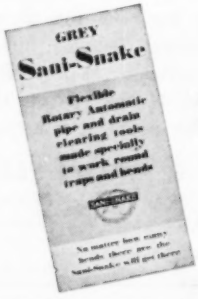
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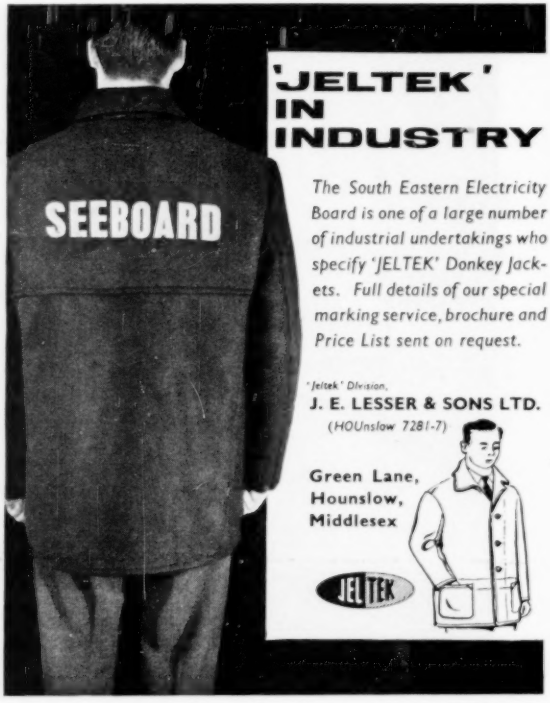

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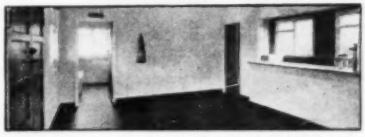

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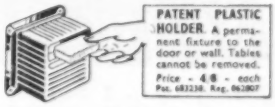

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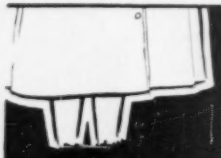

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